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MEDIA'S RISING STARS

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& LCBO are
helping the
planet (& ROI)

THE NEW RAT PACK

TAXI'S ROB GUENETTE AND
CAMPBELL'S MARK CHILDS
TOP OUR LIST OF FUTURE LEADERS,
AS CHOSEN BY TODAY'S TOP DOGS



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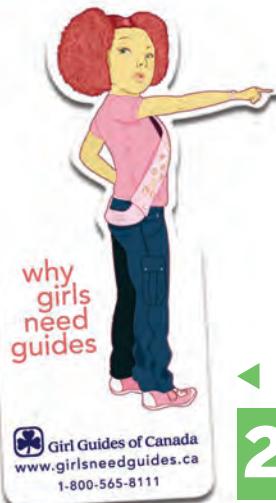
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On the cover

Strategy was responsible for an impromptu Mini convention in a rather dodgy part of Toronto when photographer Nigel Dickson and Taxi's Rob Guenette both Mini-ed over to an alley Nigel found for the shoot. This is Nigel's second cover for *strategy*, ditto for Rob (who was on our relaunch cover in August 2004), and a first for Campbell's Mark Childs, who managed to squeeze us in between soup cuttings. While various colorful locals offered their modeling skills, we think the lads pulled off gangsta' rather convincingly. As well they should, given that today's industry icons have pegged Rob and Mark as having the vision, passion and overall moxy to best represent the new breed of ad and marketing leaders. And after all, the report's working title was *Cojones*. See nigeldickson.com

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Canada has cojones

When we plot our special features lineup we don't go out of our way to come up with salacious names (well, maybe sometimes), but in the case of this issue's report on the Next Generation, the provocative label just fit. The premise of *strategy's* "Cojones" report is to identify the new advertising and marketing leaders who have the right stuff – what it takes to take on the challenge of leading the industry forward.

It all began when the same names kept cropping up at story meetings whenever we were looking for industry leaders who would fearlessly shoot from the hip with plain speaking and clear thinking on the tough issues. We began to suspect there were too few "icons" out there, and that the new breed of industry brass included more managers than passionate leaders. We were also hearing that lament from within the industry.

So, mentally armed with the Frank Palmers and Paul Lavoies of the world on the agency side as our benchmark for industry visionaries, and presidents of top brands as our

marketing side icons, we set out to find who best represented the next generation of leadership. We thought a fairly direct approach was to ask a cross-section of

today's current leaders who they saw as Frank Jr. material.

Their picks are a diverse group whose attitudes and accomplishments are representative of what it takes to truly lead today (check them out, starting on page 41). The report makes no claim to be comprehensive – fortunately the marketing execs out there who "get it" are too numerous to profile in one digestible read – but rather to provide insight into the qualities and calibre of the icons-in-the-making.

To get a read on what the new guard feels strongly about, we asked our cover talent – Taxi president Rob Guenette representing the agency side of the business, and Campbell's VP marketing Mark Childs providing the marketer side POV – to identify the biggest challenges ahead for the Canadian marketing industry and the areas where leadership is required.

According to Guenette, the big three issues that face us are:

1. Finding, affording, and keeping top talent (at a global standard).
2. Speed to adopting and commercializing new technologies in the media mix.
3. The embracing of new media by the "traditional" creative community.

Childs framed his response in the context of "Start, Stop, Continue"

(Campbell's current pithy and effective feedback method):

Start: Actively engage, provoke and inspire future marketers. Let's own our responsibility to lead by example and take an active role in shaping the next generation of talent and work. Engage future marketers in today's great work and provide meaningful workplace experiences – we can help future marketers open their eyes to the possibilities and the passion.

Stop: Thinking of and portraying the Canadian consumer as one large homogenous group. Understand, respect and connect with the mosaic of Canada's evolving population, culture and lifestyle – there are so many untapped insights and opportunities. Let's be more inclusive in our marketing efforts and with our marketing teams.

Continue: To be truly creative and more idea-centric. Dare to be different and respect your intuition. Promote the balance of the science with the art of our industry – results and creativity. Seek opportunities to celebrate great Canadian work.

You only have to spend a few minutes with Rob or Mark to see why they were chosen for this feature – both are seriously passionate about nurturing talent and fighting for great creative product – and to conclude that the industry is in good hands. Not to mention nice shoes.

Cheers,mm Mary Maddever, exec editor strategy/MIC, maddever@brunico.com

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In print...

The deeper read on media



If you haven't heard that Laas Turnbull has joined Brunico Communications as EVP with responsibility for *strategy* and *Media in Canada*, as well as *Playback* and related events, you've likely been with the rest of the ad and marketing community – at the cottage for the past month. His reputation precedes him, and feedback from the industry has been both plentiful and positive.

Laas was most recently editor of *Report on Business Magazine* and director of magazine development at the *Globe & Mail*. During Laas' four-year tenure at *ROB*, the magazine has gone from being last in the business

publishing category to the undisputed leader in revenues, profitability, readership, awards and reputation. Welcome Laas!

In the months ahead, *strategy* is continuing to drill down and focus on specific media opportunities across Canada. In November, we are publishing a supplement showcasing the Quebec media market, providing an opportunity for media outlets to profile their distinct penetration and the unique connection they have with their audience. The supplement will showcase what Quebecers are watching, reading and buying, and identify emerging trends, as well as the best vehicles to ensure optimal results.

Our second supplement on the power of radio is also slated for November. There is growing evidence of radio's strong effectiveness and the future of this most traditional of mediums is very bright. Indeed, radio's revenue share in its strongest categories is on the rise.

If you'd like to find out more about either of these advertorial opps, please be in touch! **CM**
Claire Macdonald, associate publisher, 416.408.2300 x263, cmacdonald@brunico.com



In person...

Are you ready for the new mediaverse?

New tools, new technology and new ideas. That's what you'll absorb at this year's Media in Canada Forum. Two things have become clear in the planning of this event, one – the old way of doing things won't cut it anymore and two – there's a lot of uncertainty and confusion on how to move forward with the new way of thinking about media. In answer, *strategy* is working very hard to gather innovative media thinkers, creative geniuses and tech gurus to show you the way.

One such expert is Shelly Palmer, inventor of Enhanced TV, host of *Media 3.0* and author of *Television Disrupted: The Transition from Network to Networked TV*. He is also one of the most astute analysts on how technology is transforming everything related to media, entertainment and communications, blurring the boundaries between media, consumer and creator. Don't miss his presentation on The Future: Emerging Platforms.

For those of you feeling your creative drive has stalled, we're offering a number of sessions that will jumpstart your thought process. One is a workshop led by creativity expert, Marci Segal, who works with companies like Pfizer and PHD Canada to help them embed innovation attitudes, behaviours and practices in their day-to-day operations. For further inspiration, former Cannes jurists will share their favourite engagement picks from around the world, and today's rising media stars will get you thinking way beyond the box with their new mediaverse-driven plans for a volunteer brand.

How do we pack it all into one day? Multiple sessions geared to engaging your whole team. (Group rates are available, call Sharlene Wilder at 416.408.2300 x313, and for updates visit www.mediaincanada.com/forum)

Hoping to see you there, **MJ**

Meredith Jordan, conference producer, 416.408.2300 x508, mjordan@brunico.com

SPONSORED ALSO IN THIS ISSUE... SUPPLEMENTS

PAGE G 47

Sponsored Supplement

A Holiday Gift Guide for Marketers



UPCOMING SUPPLEMENTS

November 2006
Understanding Quebec media
Making the right choices
AND
Radio resonates
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What's the best brand? You decide.

In November, *strategy* will crown its Brand of the Year, and we're looking for your nominations. Send your top picks along with a brief but compelling explanation of the brands that demonstrated strong creative work, innovation, bold vision and business prowess over that past 12 months to nwilliams@brunico.com.



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"He loved that we wo

Nicely played

Nothing says 'look at me' like free CDs

◀ By Terry Poulton ▶



CD cover painting by Kelly Haigh

Exemplifying the imaginative, multi-featured path it's now possible – and imperative – for media to pursue, *Exclaim!* magazine, CBC Radio 3, Mint Records, HMV, Puma and Mazda are teaming up in an exceptionally sticky, youth-oriented initiative whose end result will be a concert tour and free CD giveaway.

The kickoff concept was an anniversary celebration for *Exclaim!*, the Toronto music publication that's been promoting new music to Canadian fans with concert tours since 1991. "Past sponsors have included Jeep and Levi's," says publisher Ian Danzig. "And this year we once again brought together organizations which are looking to target our readership."

The magazine buddied up with Vancouver-based label Mint Records for an Oct. 9-22 concert tour dubbed the "Exclaim! Mint Road Show" featuring Mint label artists The New Pornographers, Immaculate Machine and Novillero. Mazda then came on board with the "Mazda Start Up Band Search," an interactive microsite where bands can upload their music and fans can choose their favourites. Based on the results, three bands will be selected for opening slots at the Toronto, Montreal and Vancouver shows. Puma will outfit the bands and provide incentive items throughout the tour at the merchandise table.

While the tour is in progress, HMV will provide promotional signage highlighting the star bands, plus tour-related listening posts at all of its 113 retail outlets across Canada – giving away (for free!) 3,000 copies of the Mint/CBC CD.

CBC went all out, contributing 15 tracks of exclusive sessions they recorded with Mint artists in their Vancouver studios, including the bands on the upcoming tour. The resulting CD packaging promos the Exclaim! Mint Road Show tour and CBC Radio 3 will promote the tour through its podcast, terrestrial radio and Sirius satellite radio programs, plus have some of its personalities do the MCing. CBC will also be giving away Sirius satellite radios at each of the shows as well as providing them to the performers in a serious co-seeding effort.

Quick thinking

It's not who you think it is.

A recent print execution for Kronenbourg by Montreal-based agency Amen features a shot of what looks like French football star Zinédine Zidane cooling his head with a bottle of Kronenbourg beer, presumably sore from dishing out an angry head butt.

When Amen CD Nicolas Massey saw the now-famous World Cup head-butting moment, he saw an opportunity to leverage some of the buzz. The Monday after the incident, he told his art director, Carl Robichaud, that he wanted to shoot an ad with a Zidane lookalike. They found one in their office building, took him to the building's parking garage and did the photo shoot that same day.

With a unique camera angle and a little Photoshopping (they had to add Zidane's signature v-shaped receding

hairline), voila, the ad was done, all within the span of a few hours. It's very simple, with small, minimal copy that says: "Cool off. Kronenbourg, premium French beer."

Massey sent the ad to his unsuspecting client, Kronenbourg Canada brand

manager Pierre Deblème, who was thrilled about the surprise ad. "He loved that we were opportunistic, and didn't wait for his approval," says Massey. "We wanted to do this as quickly as possible."

The ad ran a few days later in two Montreal alt-weeklies, *Mirror* (in English) and *Voir* (in French). **AB**



“here opportunistic”

WATER COOLER

Cojones

Who is a Canadian marketing leader – a company that you respect for its innovation, vision and killer strategy?

Is the boldest vision putting your eggs in the incentive/loyalty basket (SDM), or investing in a CRM program that was so successful the U.S. borrowed it (Kraft) – or is it old-fashioned butt-kicking ad campaigns executed in attention-getting new ways?

58% Unilever (Dove, Axe)

8% Kraft (What's Cooking CRM, Hockeyville)

12% L'Oréal (Garnier, Canadian Idol)

8% Shoppers Drug Mart (Optimum, Glow)

15% Nike (just all they do)



Unilever's Axe Gamekiller

Brilliant!

By Paula Costello ▶



Motorola dials up its partnership with the Toronto International Film Festival to unspool the message that mobile video is a serious contender.

Motorola, TIFF link small screen to big screen

The sponsorship began last year when the Toronto-based mobile brand tapped TIFF's Talent Lab to showcase the possibilities of the tiny screen by providing young filmmakers with its video capture mobile handset. The Lab gives emerging Canadian filmmakers input from folks like Terry Gilliam while they make a short. The maker of the short that was voted best by the mentors did a courtesy message sponsored by Motorola that screened before each TIFF feature. Students also produced "MotoFilms Self Portraits", and six of the films created last year are being screened at the festival this year in Motorola's Mobile Shorts. Colleen McClure, director of marketing at Motorola, says TIFF is a great sponsorship platform as film buffs are often interested in making their own movies.

New this year is Speaking for Reel, a contest judged by Motorola, which focuses on 60-second films on topics of importance to the student filmmakers and which supports Motorola's philanthropic Raise Your Voice program. The winner, Ryerson School of Image Arts student Andrew Cividino, is now Motorola's official filmmaker to the festival and gets to capture events behind the scenes (he also strolls away with \$5,000 towards his next project). Visitors to www.shopmotorola.ca during the festival (Sept. 7-16) will be able to view Cividino's "Festival Mobile Moments." Leading up to TIFF, Motorola also has a blog exploring the art and science of mobile filmmaking, and is helming a contest at www.motorola.ca/motoreel/festival for a chance to win a Motorola Moto Q multimedia video capture phone. The company will also be teaming up with Bell using street teams to give movie fans a hands-on experience with Moto Q, targeting TIFF-goers as the city conveniently breaks out in endless theatre lineups.

"It's a good time to showcase video and mobile," says McClure, "and our devices are suited to [TIFF]. The technology is improving, the category is growing – and TIFF has been very flexible in letting us create our own plan."

Gap IMs Canucks

Gap has teamed up with Bell Mobility, MSN and Montreal-based mobile IM enabler Oz Communications to run a coupon/contest promo, "Stay Connected, Stay in Style."

Canadian consumers are invited to test out MSN Messenger on their phones in exchange for 15% off Gap coupons and a chance to win one of five \$1,000 Gap gift certificates. While entering the contest, consumers can also opt in to Gap's database to receive future promos.



"Gap sees this as a way to extend our brand," explains Dimitrios Papadogonas, senior brand manager at San Francisco-based Gap, adding that below-the-line promos have become a bigger priority. "We want to build our database and find good customers to build a dialogue with."

Oz Communications is the mobile IM enabler for major mobile operators and portals in Canada and the U.S., including Bell, Telus, Virgin, Cingular, MSN and AOL. Beverly Wilks, manager, marketing and communications at Oz, says: "This Gap promotion will be our first foray into retail."

Papadogonas hopes this will give his brand a "first-mover advantage." If this test goes well, he plans to work with Oz again to build a holiday promo this coming winter. **AB**

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AGENCIES WOO NEW CLIENTS BY SPROUTING NICHE SERVICES

Many shops drill deeper within their own client roster to grow their biz

◀ By Lisa D'Innocenzo ▶

It's like dating. When a potential pool of prospects dries up, you might widen your search by joining a special interest club. On the other hand, you may decide to revisit the tried-and-true and give love another go with a past flame.

When it comes to advertising, the agency approach to courting new business

know it's not having a direct impact on the way we grow our business."

So far, Ethos, which is the recent evolution of JWT Social Marketing, a specialist entity created four years ago, has 10 corporate clients, including Shell, HSBC, TD Bank Financial Group, Sick Kids and the MS Society. It employs six core staff, as well as a virtual network. In terms of recent wins under the unit's new name and focus, at press time several new project contracts were in the process of being finalized. While reluctant to name names, Divinsky reported that a financial services firm, global consumer product manufacturer, and a retailer were all close to coming on board.

Similarly, Toronto-based ad agency Allard Johnson Communications and two



It's a brand new day – and it's a day that doesn't belong to the mass media agencies like it used to, [but] whoever has the best ideas and whoever can amplify them in a way that can be measured

isn't much different. As the battle for marketing dollars intensifies, many shops are chasing new opportunities through niche divisions specially created to serve emerging marketing trends. And some are doing so with the realization that they can squeeze a lot more work out of their current client relationships.

According to David Gibb, managing director of JWT Toronto, the quest for new work is an increasingly difficult one "from a couple of different angles. One, potential new clients are incredibly demanding in terms of hoops they know they can get people to jump through in order to get their business. Two, everyone's competing pretty aggressively for the business that's out there. Bottom line, I would say that it's tougher than it's ever been."

One way in which JWT hopes to steam past its competitors is via Ethos, its new "social strategy practice," as the division's VP Pamela Divinsky describes it. While Divinsky won't share Ethos' financial targets, she says her main objective is to become an integral part of JWT by filling a void in the market for this type of service at a time when corporate social responsibility is on consumers' radar. "Most of our clients come to us and say: 'We suspect we're not getting the kind of social profile we could be getting and we



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Top: Capital C's expanded services were enlisted for the positioning, packaging, viral marketing and media partnership strategy on the launch of André's Wines XOXO, the brainchild of Cap C partners Bennett Klein; above: MS is an Ethos client

partners – PR firm Veritas Communications and event planning specialist Integrated Health Care – joined forces to form Ingredients Nutrition Insights Group in March, a new shop that offers 360-degree expertise to food marketers increasingly challenged by nutrition trends and regulatory issues. All three companies already specialized in nutrition marketing and are members of Toronto-based holding company MDC Group.

Says Terry Johnson, president of Allard Johnson: "Consumers are more demanding about nutrition and the products they are consuming and the

government is getting more involved in what can be put in those products. We believe there's a significant future for this type of company, and not just in the short term. I think it's going to get greater and greater as people become more concerned."

Like JWT, the folks at Ingredients realized this was an area that was not only accelerating in importance within society, but was also one that remained relatively untapped by agencies. "I don't think there's anyone



Top: Ethos unit helps JWT grow its biz by attracting social strategy clients such as Sick Kids Hospital and HSBC (right); below: Andrés Croc Crossing tapped into Capital C's Big Ideas Group

else out there right now who can provide this service with a single person leading it," notes Johnson. "Clients are responding extremely well. Most of those we've talked to have said: 'This is exactly what we're looking for.' And we're very close to two or three major opportunities."

However, while he is optimistic that the shop's future looks robust, Johnson says it's hard to speculate on how much business Ingredients will actually devour. "It's difficult to ascertain, because we're not going in to clients and suggesting that they change

ad agencies. We're going in and suggesting that we have a service that crosses the entire board, and if they are looking for some outside consulting, we're the people who can put together an integrated plan."

He adds: "It's not that we're not looking for advertising clients, but this is our going-in position."

Meanwhile, Toronto-based agency Capital C has focused on amassing powerful digital capabilities, a strategy that was accelerated by the purchase of Mississauga, Ont.-based data mining expert Kenna Group last fall, as well as the hiring of two digital marketing veterans – Glenn Chilton, who formerly ran JWT's interactive practice, and technology guru Paul Quigley, who was president and CEO of iWorks in Richmond Hill, Ont. – to run it.

Capital C founder Tony Chapman says it was all made possible by the shop's decision to join the Newport Interest Trust a year ago, an assembly of seven like-minded entrepreneurs from various industries. Joining the trust allowed Capital C to free up capital for the acquisition.

Adds Chapman: "We feel incredibly fortunate to be in an era when all these tools and technologies are coming into play. It's a brand new day – and it's a day that doesn't belong to the mass media agencies like it used to, [but] whoever has the best ideas and whoever can amplify them in a way that can be measured. Our goal is not to become the biggest agency in the country. It's to become the very best at helping clients physically and digitally enhance their brand."

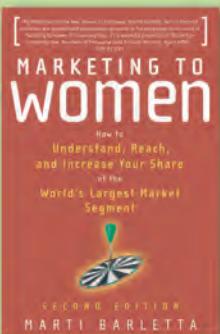
Chapman calls this a 360-degree approach—one that involves anything from picking up the product in the store, to entering a promotion, visiting a website, using a cellphone, and attending sampling events.

The acquisition of Kenna, which is currently being integrated into the agency, follows a twelve-year period of "organic growth," he adds. (The only other acquisition being Capital C's purchase of a 50% stake in Montreal-based promo agency P2P last year.) During those six years, however, Capital C, like other agencies mentioned here, added divisions in response to emerging marketing trends, all while remaining in

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line with its own strategy. These included the addition of its Big Ideas Group in 2000, an event division in 2001, a retail marketing group in 2003 and a digital unit in 2004.

Particularly impressive are the new opportunities that have recently been presented to the agency by marketers interested in its Big Ideas function. "It's a very important piece of our new business development – I would say about 75% of new business goes through this cycle, before we engage in work with clients," says Capital C partner Matthew Diamond. Incorporating a brand audit and "ideation session," the Big Ideas process can be used for new product development, new services, or even strategic partnerships. "It changes every time," according to Diamond, who says that it can take as little as four to five days, or as long as two to three weeks.

A company that recently approached the shop for its Big Ideas capability is Grimsby, Ont.-based Andrés Wines, which wanted help for the launch of XOXO, a brand geared at women searching for a vino that is approachable, fun and stylish, says Diamond. A national launch is seeing the brand

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Agencies expanding stateside try brand-boosting aid from U.S.

Northern Lights gets response from RSW push

Want to travel over the border in search of new clients, yet not take your eye off the ball back home? One way to help get your foot in the door stateside is to seek help from within, from firms such as Cincinnati, Ohio-based business development and lead generation co. Reardon Smith Whittaker (RSW).

The company began offering its services to Canadian ad firms a few months ago, and has already signed Toronto-based DRTV shop Northern Lights Direct Response Television. With experience in CPG marketing from Andrew Jergens Company and SC Johnson, as well as stints at DDB Needham and AccuPoll Research under his belt, RSW owner and managing director Mark Sneider describes his operation as "an outsource business development group that either complements or acts as a proxy for an agency's business development efforts."

What specifically does RSW do? According to Sneider, he and his colleagues study their clients' portfolios then suggest what tactics to use to penetrate different sectors in the U.S. "It works on two levels. First, [we consider] how we can most effectively take their offerings and create a compelling differentiating position. Then we [rely] on high-frequency contact, using multiple mediums to reach out to target prospects that make sense in terms of the work the agency has done."

For Northern Lights, which joined RSW last spring, that translated into promoting the shop's offerings as more profitable, less risky and as offering a higher probability of success. So far RSW has opened doors for the DRTV agency at a major publishing company and furniture retailer south of the border. Now it's up to the Canuck agency to do the rest.

Sneider believes RSW's services help agencies face the challenge of sustaining their expansion efforts in a consistent, high-frequency manner. The problem is they often get distracted managing existing clients, he says, adding, "We look at it as a regeneration effort, as well as an awareness and brand building game." **LD**

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CLOSING DATE:
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hit store shelves now, and Capital C was behind the name of the product, which connotes "a hug of one grape, with the kiss of another," as well as the positioning, packaging, viral marketing and media partnership strategy. The goal, according to Diamond is to achieve top-10 wine brand status within the next six to 12 months.

XOXO follows Capital C having put its stamp on another of the vintner's brands – Croc Crossing, which contains a combination of Aussie and Canadian varietals. Here too, the agency had carte blanche – and was responsible for the same breadth of elements.

Ditto for Dew Fuel – a new energy drink from Pepsi that aims to compete with the Red Bulls of the world. Capital C created everything from initial concept to packaging, online and viral marketing, and events for the brand, which is all about "explicit energy," says Diamond.

In all, Chapman reports that the agency has grown by double digits or better in the last five years. Interestingly, the majority of that growth has come from existing clients. "[With current clients], you've developed the relationship, you've developed the trust, and if you have a good track record, if you're fair in your pricing and responsive to their needs, [you can get more work from them.] I have yet to meet a client that says I've tapped

out 100% of their market share."

For his part, JWT's Gibb agrees. In fact, he believes the first place an agency should look for additional business is its existing client roster. "People often overlook that because it's sexier to go after someone new, than to try to get more out of companies you're already working with. Over the last few years, we've been tremendously successful in that area."

For instance, he says, JWT has won the Nabisco and Delmonte business from Kraft, after having worked on a slew of their brands, including Kraft Dinner, as well as the Nicoderm/Nicorette business from Pfizer, after handling some brands in the pharmaco's



Top: MDC Group members Allard Johnson, Veritas and Integrated Health Care teamed up to form Ingredients Nutrition Insights Group, to appeal to food marketers

consumer health portfolio. He adds: "You always keep an eye out for a brand in trouble – places where the client isn't getting what they would like from someone else – and if you're doing a good job, the opportunity often presents itself." ■



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A MARKETER'S ADVENTURES IN HOLLYWOOD

How Jeff Norton's disciplined P&G background is giving him an edge in Tinseltown



He was once P&G's "launch guy."

In 2000, after successfully launching Febreze and Dryel in Canada, the CPG giant sent Jeff Norton stateside to work his magic on its vital Dawn brand to reinvigorate it south of the border and re-launch it up here. The Canadian "launch guy" stuck to the States but traded CPG for CGI.

Now Norton is focused on the biggest launch of his career: the DVD release of *The Abominable Snowman*, the first interactive "Choose Your Own Adventure" movie, produced by his own Beverly Hills-based start-up, Lean Forward Media, and featuring the voice talent of stars Frankie Muniz, Felicity Huffman and William H. Macy.

Norton's marketing background is evident in his multi-faceted launch campaign. Aside from traditional print, TV and online efforts, he has created some unique co-promotions. In the U.S., the movie is being promoted on 18 million Life cereal boxes across the country, directing consumers to the Life website where they can download a \$3 rebate off the purchase of the movie, play "CYOA"-branded advergames and enter a contest to win a chance to be animated into the next "CYOA" movie. In Canada, consumers can enter to

win their own adventures at choosemovie.ca, (supported by TV and print efforts running on kid-centric media like YTV), where they can build their ideal vacations at their choice of Intrawest Resorts.

Norton's marketing adventure began with a summer internship at P&G, where he worked on Bounce. The CPG giant scooped him up full-time as soon as he graduated from Queen's University in 1997, and he launched Febreze and Dryel from the Toronto office

◀ By Annette Bourdeau ▶

Norton fondly remembers reading the "Choose Your Own Adventure" books as a child, and thought the series would be the perfect fit for his interactive movie concept. In 2003, while attending Harvard Business School, he cold-called "Choose Your Own Adventure" author R.A. Montgomery one morning, and he and his business partner Michelle Crames drove up to Vermont that night to dine with him and his family and discuss the project. Norton's obvious passion for the books helped win the family over, and they agreed to grant Lean Forward Media the home entertainment rights to the series.

After securing the rights, Norton and Crames headed for the Hollywood Hills in 2003 to work on turning Norton's vision into reality. He frequently drew on his marketing background throughout the process of wooing investors and raising capital for the project. "We use creative briefs, we use issue sheets...I've always seen this as a brand management exercise," Norton explains, adding that his disciplined approach helped separate him from other producers. "There are so many horror stories of people in Hollywood asking for your money and then throwing it away on vanity projects."

Norton, who did a double-major in film studies and commerce at Queen's, always

I think he has a split brain... divided between creativity and business, and that's rare

in 1999, then headed to Cincinnati to work on Dawn. He came back to Toronto briefly in 2001, when he made a short film before heading down to Harvard Business School later that summer, where he began seriously contemplating his interactive movie venture.

saw marketing as a career path that would allow him to appease both his creative and business inclinations. "Jeff can see solutions that aren't always intuitive – he would say there's probably a third alternative," says Peggy Cunningham, Norton's marketing

who to watch. *Expats*

professor at Queen's. Though it's been almost 10 years since she taught him, Cunningham recalls Norton vividly. "Jeff stands out in one's memory...I knew he would be a leader."

In Hollywood, his creative/business combination gives him an edge. "I think he has a split brain...divided between creativity and business, and that's rare," notes Charlie Rivkin, president/CEO of San Francisco-based animation studio Wild Brain (and former CEO of the Jim Henson Company, where Norton worked under him). "He's able to deal with creative people as well as with investors very well."

While at P&G, Norton's creativity helped him

not to run trial sizes in Canada, a decision that inspired his European counterparts to do the same. Another tactic picked up overseas (in the U.K., this time) was Norton's decision to include an informational booklet on the package to help people understand how to use this strange new product.

Clearly, Norton's intuition paid off: the Canadian launch of Febreze took just three months to meet the volume forecast for the entire year, planting the seed for Norton's reputation as the launch guy. "Almost as soon as Febreze was launched, they asked me to do it again for Dryel," he recalls, adding that at



build activation plans that broke new ground for the firm. He was very inspired by Malcolm Gladwell's book *The Tipping Point*, and crafted unique word of mouth promotions around the Febreze and Dryel launches. "The concept of influencing the influencers really made sense. It resonated with me," Norton says.

"I was given Febreze when it was just a concept – a fabric refresher. I was given the opportunity to run with it," he recalls. "We realized that the education aspect was essential...at the time, the concept of spraying a liquid on your most expensive pieces of furniture and clothing was quite out there."

Norton worked with his PR agency, Toronto-based Manning, Selvage & Lee (MS&L), to figure out just who the influencers for this new product would be. They ended up mailing out 5,000 gift-wrapped full-size bottles to select targets across the country, including 1,000 mobile home operators. "We went after PR in a major way. We wanted to weave Febreze into everyday life," he says.

Leading up to the 1999 Canadian launch, Norton spent a lot of time in Phoenix, the American test market for Febreze, observing how consumers were reacting to it. "I sat with a woman who was trying to spray a couch with the tiny [trial] bottle. She even said: 'Gosh, my finger really hurts,'" Norton says, explaining that this observation supported his hypothesis that the 100ml mini-bottle trial sizes being used in the U.S. could be problematic. He opted

age 25, he was the youngest person working on the Dryel global team.

Once again, Norton worked with MS&L on WOM-building efforts. "He was particularly excited about the potential of word of mouth when it was still in its very early days," notes Gayla Brock-Woodland, managing director at MS&L. They did a 25-mall tour with four dryers, demo-ing how Dryel works. "Consumers were afraid of putting their garments into a plastic bag and putting it into the dryers," says Norton. "They literally had to see it before their eyes – it normalized the behaviour."



Above: A double major in film studies and commerce prepared Norton for his eclectic career path



Norton also tried to reach out to the dry-cleaning community to present Dryel as a complement to, not replacement of, dry cleaning to help keep them from telling all of their customers not to use Dryel. He even spoke at a dry-cleaning trade show, and recalls that it was a very hostile crowd. While he wasn't able to win the community over enough to do co-promotions with them, Norton thinks his primary task, to deter them from bashing his product, was achieved.

FIVE QUESTIONS

Favourite movie

Die Hard. *The story of one man's triumph over impossible odds.*
I wrote a film studies thesis on it at Queen's.

Favourite website

Globeandmail.com. It's what keeps me connected to Canadian news.

Favourite TV commercial of all time

"Apple 1984." I can still remember watching it during the Superbowl with my Dad.

First job

I started working very early, to save money to travel to Expo '86 in Vancouver. I did anything I could to earn a buck. My first full time/part time job was at the local movie theatre.

Greatest strength

Leadership. Inspiring others to do their best work.

Anticipating future competitors, Norton positioned Dryel as a fashion-enabler to create an emotional connection to the brand. He and MS&L partnered with about a dozen Canadian designers to do Dryel fashion shows. "We did arguably some of the first generation word of mouth efforts," says Brock-Woodland.

"He has vision and tenacity, and that's an extraordinary combination," she continues. "I always had a vision that he is someone I would read about in *Fortune* magazine one day."

With Norton's first DVD release in the CYOA series under his belt, and his next projects in pre-pro, Rivkin agrees that Norton is one to keep an eye on: "This is just the beginning of a very, very interesting career for this guy." ■

MAN OF ACTION

It doesn't take long for Diageo's Joey Bergstein to make an impact on his brands

◀ By Annette Bourdeau ▶

Joey Bergstein is always looking for the next big challenge. Good thing, too, since he's just been given quite the task.

After pumping up Diageo's global ready-to-drink business – including impressive double-digit sales growth in Canada, South Africa and Australia – Norwalk, Conn.-based Diageo North America has given Bergstein, 37, the lofty role of SVP, global rum, which will entail growing the booze giant's strong Captain Morgan brand globally and developing its portfolio of Venezuelan rums, including Pampero and Cacique.

If Bergstein's track record is any indication, Diageo should expect to see his impact on its rum portfolio quickly. Before heading stateside to work his magic at Diageo in 2003, Bergstein turned around the Molson Canadian brand in the U.S., carved out a niche for the Molson Bubba keg in Canada, and launched the Brazilian import A Marca Bavaria here as Toronto-based Molson Canada's VP marketing.

Prior to Molson, Bergstein amassed European CPG expertise with P&G. His first project was to wrestle some of L'Oréal's hair product stranglehold away for its Pantene brand, initially concentrating on France during a two-year stint at the Paris office from 1994-'96, then moving to the London office to handle Pantene for all of Europe, and in 1999, he successfully introduced Sunny Delight in the European market. In 2000, he headed back to North America and led a B2B strategy that helped Cincinnati-based P&G see an 18%



And it's Bergstein's focused approach that makes him an inspiring leader, according to Keith Gillespie, director, Smirnoff vodka and RTD at Diageo Canada, who recalls going to Miami several years ago for a Diageo conference where Bergstein spoke. "Joey is a good visionary. We came home energized," he

in Canada. "Joey is a really great strategist," explains Gillespie, adding it was nice to work with a fellow Canadian on the global team. "He was able to share global best practices, and he's very aware of the Canadian market."

Part of Bergstein's strategy for Smirnoff Ice was to make the brand more relatable to the young male target. He selected London-based agency Bartle Bogle Hegarty to help craft a new global campaign for the brand that resulted in the popular "Uri" ads, featuring a laid-back Arctic man who loves his dogs and his Smirnoff Ice. "The character is a vehicle to connect to the brand," explains Bergstein. And, it worked. The campaign and local activation efforts helped Smirnoff Ice go from double-digit decline to 14% growth in the past year.

This wasn't the first time Bergstein helped create a unique brand connection vehicle. He was behind the popular Molson Canadian Bubba campaign that wound up creating a \$50 million category for the beer giant. It also won gold and silver CASSIEs in 2003 for best-integrated campaign and best launch,

He's unbelievably focused. He sees where he wants to go, and he's like a dog on a bone

profit growth for its commercial cleaning and hygiene business in 2000.

"He's unbelievably focused. He sees where he wants to go, and he's like a dog on a bone," notes John St. Advertising President Arthur Fleischmann, who worked with Bergstein on the A Marca Bavaria launch. "He's very clear-thinking."

says. "He's able to boil things down into easy-to-grasp concepts."

Bergstein's knack for succinctly summarizing complex strategies in turn helped Gillespie clearly explain goals to his own team in Canada when he worked with Bergstein in 2004 on re-invigorating the Smirnoff Ice brand

who to watch. *Expats*



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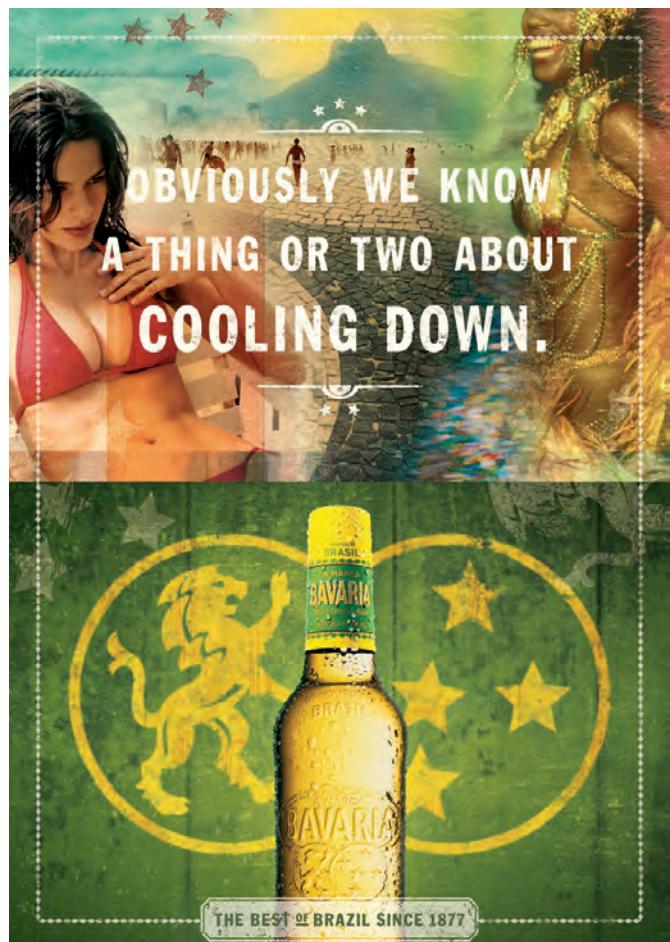
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respectively. "We wanted to create a real personality for it," Bergstein recalls. He and his team asked Toronto-based agency Bensimon Byrne to come up with a name for the new five litre kegs, and they in turn delivered over 100 different possibilities, including the hands-down winner, Bubba. To leverage Molson's sports sponsorships, the Bubbas were outfitted with collectable sports jerseys, because, as Bergstein says, "guys love to collect stuff."

During his two-year stint at Molson, Bergstein also relaunched the brand in the U.S., working with Miami hot shop Crispin Porter + Bogusky to introduce an on-package effort, "Back Labels," with over 80 different sayings like "I kill bears with my bare hands" printed on label backs. "It was a fantastic way to engage consumers. They're real conversations starters," says Bergstein, adding that the idea was picked up in the Canadian market to run as a limited-time promotion.

Bergstein's A Marca Bavaria launch also achieved success for the beer co, becoming Canada's number four import beer by mid-summer of its launch year, 2003. "The challenge was how do you make a Brazilian beer with a German name work in Canada," says Fleischmann. "Joey had a good backbone keeping the initiative on track and stewarding it through the management...Molson was a tough audience."

Fleischmann recalls that, towards the end of the campaign development, they had two ads that were testing well. One featured a hot Brazilian woman stripping, which, while sexy, wasn't strongly



Above: Two ad tacks, one focusing on sex and one focusing more closely on product, were combined to achieve success for A Marca Bavaria in Canada

branded or on-strategy. The other ad, called "The Better Things," was less provocative but better reinforced the brand's super-premium qualities.

"He was getting pressure to run the stripper ad. He went to Dan O'Neill [Molson's CEO] and said 'you really need a stronger ad to give the brand more salience in the Canadian market,'" recalls Fleischmann. "He bartered a negotiated deal — they ran both ads, and they worked well together."

Bergstein's focus on carving out a distinctive brand position and connecting with the target served him well during his 10-year run at P&G, where he began his marketing career.

His stints for the CPG firm out of its Toronto, Paris, London and Cincinnati offices, helped him learn the importance of market research and making brands resonate with different audiences. When he launched Sunny Delight in Europe, he adapted the U.S. positioning as "the good stuff kids go for." But, the subtle market nuances meant he had to make sure the ads were speaking to the right target. "In the U.S. market, moms have big aspirations for their kids. In Spain, kids are the kings in their households. It creates different dynamics," he says. "In Spain, we developed advertising more towards the kids, showing them why it's fun." The launch was successful, and the brand is still around in Europe today.

His ability to adapt to different markets will come in handy in his new role as VP, global rums, which will see him focusing on growing Diageo's rum business in Europe, South



"Uri" pushed Smirnoff Ice to 14% growth

America and Asia. As for what's in store for this well-travelled ex-pat further down the line? "I'd love to come back to Canada," he says. ■

FIVE QUESTIONS

Favourite movie

Pulp Fiction. I love how John Travolta reinvented himself with that movie.

Favourite magazine

Vibe. It keeps me in the know. I have a pride of Canadians doing well outside their country.

Favourite website

Google. It's such a portal to the world.

Favourite vacation spot:

Chamonix in the French Alps, because I love skiing.

Greatest strength

Probably sparking off of others. I tend to see problems and solutions from different angles.

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IN THE AISLES

McCain's hires ex-Coke sales exec to go deep with consumers

► By Natalia Williams ▶

McCain Foods' defined, aggressive growth strategy was one reason Darryl Rowe says he left behind a 10-year sales career with Coca-Cola where he was most recently VP/GM, retail business unit, to join the Florenceville, N.B.-based frozen food giant as VP, retail sales.

Another reason? The opp to develop the CPG's burgeoning category management and consumer insight initiative. "The industry is very good at knowing [how a consumer thinks] once he scans through the till," he says, but lesser known is "how they behave in stores."

McCain is building the capacity internally to offer enhanced



Cool Quenchers won Grand Prix

insight to its retail clients, says Rowe who will also manage the company's 70 sales staff and oversee its relationship with its retail clients. "Today, retailers are very focused on how to better understand how shoppers function in their outlets," he says.



Rowe joins McCain

To go deeper, McCain is working with Loblaw, for example, to understand the consumer decision tree in its frozen pizza aisles. Rowe says the retailer and the brand are exploring how a store's unique neighbourhood as well as its ethnic make-up impact purchase.

Also new to McCain is Tracy Clinch, ex of Moosehead Breweries, who has just joined McCain International as marketing manager food service. The company's export arm is now headed up by Andrew Young, formerly director of marketing, who just got the VP marketing nod.

McCain is in "a very good place," says Rowe, pointing to its innovation in product development, which includes the recent launch of Smooth-eez and Cool Quenchers, which was a winner at the Canadian Grand Prix New Product Awards in May. In June 2005, the company reported consolidated sales of \$5.68 billion. ■

HIRES THAT MAKE YOU GO HMMM...

Jurgen Schreiber has been named president/COO of **Shoppers Drug Mart**. Schreiber is a former CEO of European operations of A.S. Watson, one of the world's largest health and beauty retailers, with more than 4,000 stores. John Torella, retail analyst at Toronto's JC Williams Group says with Shoppers' expanded merchandise, and new-store format, it was time to call on someone with Schreiber's background. "What got them here is not going to get them to the next level of growth," he says. Schreiber spearheaded A.S. Watson's growth in cosmetics and fragrance, and oversaw the acquisition of the Drogas and Spektr chains. He has also worked in senior positions in the consumer products manufacturing field. He takes on his new role this month.

MARKETERS

Sharon Macleod, who was most recently marketing manager with **Unilever**'s prized Dove brand, has become director, spreads and dressings – Bezel, Hellmann's, Skippy and Imperial. Macleod will replace Erin Iles who also headed up the Dove brand and is now on maternity leave. Stephanie Hurst will head up Dove until October.

Pat Wilkinson, **Home Depot Canada**'s director of marketing, has moved to the Atlanta HQ to become senior director of CRM. No replacement has been announced.

Frito Lay Canada's director of marketing **Tony Matta** is now director of marketing for Frito Lay UK's Walker's brand (similar to Lay's here in Canada). While in Canada, Matta worked mainly on Doritos.



Unilever's Macleod; Home Depot's Wilkinson; Frito's Matta; Davis's Freibauer

Vancouver's Rethink has nabbed BBDO Montreal's creative team **Martin Rivard** and **Nicolas Quintal** to handle both English and French creative assignments for national clients such as A&W and Future Shop. During their three-year stint at BBDO the team worked on Brunet, Larousse and Labatt. BBDO Montreal also recently lost CD Martin Beauvais to Toronto's Zig but gained wonder team Peter Ignazi and Carlos Moreno in July.

John Yorke is joining **GJP** as SVP, interactive strategy. Most recently, Yorke worked as a consultant, providing interactive strategy to

such clients as CIBC and Hewlett Packard. Earlier this year, he helped launch Canada's first broadband channel, MTV.ca.

Mississauga-based branding and design agency **Davis** has hired Phantom Industries CMO **Miriam Freibauer** as senior marketing strategist. "Increasingly [our clients] are asking for branding insight," says Aubrey Ferguson, president. "[Miriam] is the first person we've hired exclusively for marketing strategy." Davis clients include Ford, Cadbury Adams and Unilever. Ferguson says the agency has doubled in size – from 45 to 100 staff – in the past five years.

AGENCIES



zig hires creative director

Zig is pleased to announce that all their advertising will now be in the French language. Furthermore, all lunches will consist of bread, double cream brie, red wine, Jos. Louis and cigarettes. All staff will be changing their names to Xavier or Amélie, and will be given a substantial clothing allowance to "step it up". There will also be daily showings of Jerry Lewis films in the boardroom. Zig is also pleased to announce that Martin Beauvais has been appointed Creative Director. Martin arrives with over 15 years of agency experience, in both official languages, most recently as EVP Creative Director of BBDO Montreal. Très bien.

zig

GIRL GUIDES SPICE THINGS UP

By Annette Bourdeau ▶

"Why Girls Need Guides," by Toronto agency john st., is the first national campaign in the history of Girl Guides

Canada. It takes aim at troubling trends, like kids watching too much TV and poor self esteem from overexposure to weight-obsessed teen mags. Running in English and French, it entails print, OOH and online.

Print executions include faux ads (like one for cellulite cream) with sassy cartoon Girl Guides stickered on directing readers to the microsite, www.girlsneedguides.ca. Print includes

Chatelaine and *Enfants Quebec*.

Shauna Klein, manager, marketing and development, Girl Guides Canada, says: "Our membership has been in decline in recent years.... We want to let [parents] know we're still relevant." The secondary target is women 18+ interested in volunteering.

Early results are good. Klein says before the campaign, they averaged zero to one calls a day. Now they're into the teens and twenties.

The campaign launched in June, building up to national registration week this month, and a second phase is set to debut in winter, with poster efforts at women's fitness clubs.

We asked Janet Kestin, co-CD at Toronto-based Ogilvy & Mather, and Suresh Krishnan, account manager, planning at Toronto-based PHD Canada, to weigh in on whether this campaign gets any brownie points.



CONCEPT

JK: It's a little hard, as the creative director on Dove, not to look at this work and think: "bandwagon." By the same token, it's hard to look at it and not think: "cool." And who better to add their voice to the debate than the Girl Guides?

The idea is sweet, but with a hint of spice. No doubt it'll hit parents exactly where they live. Who isn't worried about the hours kids spend in front of the TV (though I'd have thought the computer a bigger culprit)? Who doesn't despair over eight-year-olds worrying about cellulite? Who isn't looking for a way to keep their kids active and engaged?

SK: Reaching out to this target group (parents) is a tough media task, which john st. has done a good job of accomplishing. This is a really unique campaign.



PRINT

JK: The magazine cover execution is funny and sharp and on the point, as is the Precell [cellulite cream] ad. But the "leaf as toilet paper" feels out of place if negative media and celebrity culture messages are the things informing the idea.

The stickers add some long-overdue sassiness to the Girl Guides' somewhat dusty image. How about a sticker page so people can find their own places to stick them?

SK: The sticker idea stands out, it's thought provoking for parents. Any communication that offers a meaningful experience to its target audience is worth the effort.

WEBSITE

JK: Maybe it's just me, but the website seems almost too simple. It fits the campaign, but I wanted to know more, go deeper, play more, and felt a bit disappointed by the relative lack of stuff to do there.

SK: The website has a simple design and is easy to navigate. There are no heavy graphics and overall the whole execution gels very well with the campaign.

The creds

Client – Girl Guides of Canada

Shauna Klein, manager, marketing and development

Ad/media agency – john st.

Angus Tucker, Stephen Jurisic, CDs; Erin Spano, copywriter/client services; Dani Maisels-Cooperman, AD/client services; Solly Bulbulia, Matthew Prokaziuk, concept; Cheryl Kyte, client services; Jeff Russell, Craig Dawson, media planners; Marcos Chin, illustrator; Geoff Barrenger, photographer

Interactive agency – AmoebaCorp.com

Neil Collyer, web designer

OUTSTANDING NEW CAMPAIGNS

◀ By Annette Bourdeau ▶



VESPA EMERGES FOR TIFF

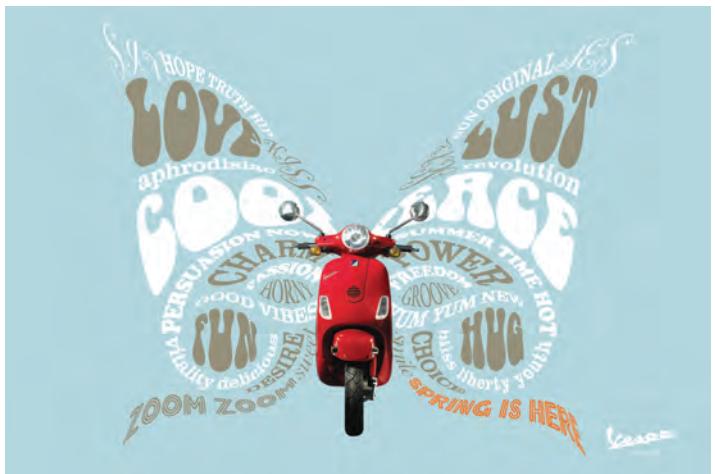
The Vespa butterfly campaign has emerged from its cocoon, with a 30-second cinema incarnation set to hatch this month during the Toronto International Film Festival. It builds on the wild posting campaign that broke in late spring, featuring installations of six interpretations of the Vespa as a butterfly by artists from around the world.

"It kind of emanated from this 'spring has sprung' mentality," says Morey Chaplick, president of Toronto-based Canadian Scooter Corporation. The spot features a dark cocoon that bursts into a psychedelic, colourful Vespa butterfly, set to groovy music. "We wanted to tap into this retro feel – Vespa is an icon of the sixties," explains Glen Hunt, creative catalyst at Toronto-based Dentsu Canada.

Vespa is debuting the spot at TIFF to leverage its partnership with Toronto-based Tribute Entertainment Media Group, which will have a VIP lounge during the festival where celebs passing through will be asked to sign two Vespas to be auctioned off for charity. Meanwhile, the spring poster efforts have been so well received, Dentsu has already asked artists to submit work for another poster effort next spring.

"People are stealing [the posters], people are calling our office asking where to get them," says Chaplick adding that they've been telling callers they can have a set of the six posters for free if they stop by a retail location. He estimates that they've given away 100 sets thus far, and plans are in the works to do T-shirts and mugs with the designs, too – for sale and for swag with Vespa purchases.

"It completely goes with our guerrilla marketing strategy," Chaplick says. "The bottom line is, we'd never be able to make the amount of noise we've been able to make using traditional media."



client: **Morey Chaplick, president; Jeremy Logan, VP marketing, Canadian Scooter Corporation**
creative catalyst/copywriter: **Glen Hunt**

AD: **Deborah Prenger**
agency producer: **Amanda Loughran**
account supervisor: **Aurelio DiLuciano**
graphic design/post-production: **Crush**
CD: **Gary Thomas**
producer: **Debbie Cooke**
graphic animator: **Chris Roth**
senior graphic designer: **Stefan Woronko**
CG animator: **Aylwin Fernando**
music/audio production: **Grayson Matthews**
music producers: **Dave Sorbara, Tom Westin**
audio engineer: **Annelise Noronha**



client: **Terry Spyropoulos, VP marketing; Jay Owen, brand and technical communications, Volvo Cars of Canada**

CD: **Paul McClimon**

VP/ACD: **Ron Tite**

copywriter: **Brent Turnbull**

AD: **Travis Shorrock**

account team: **Ian Bryce-Buchanan, Jessica Johnson**



VOLVO GETS A MAKEOVER

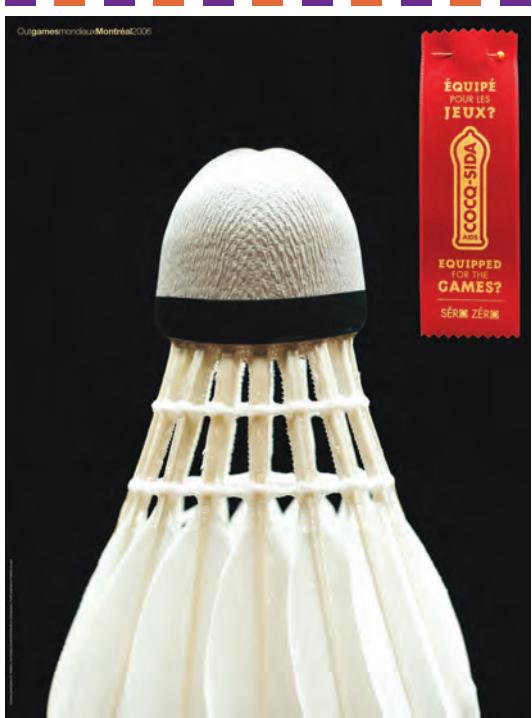
Don't put Volvo in a box.

The latest national print campaign for the Toronto-based Volvo Cars of Canada aims to shift perceptions about the brand to appeal to a younger (25-36) demo and lay the groundwork for an upcoming winter campaign that will skew even younger.

Three different executions each feature striking black-and-white photographs of "unique" people who don't want to be stereotyped, like a female boxer. The car is the smaller, secondary image, but it's in colour to make it pop. The tag: "we're not who you think we are."

The campaign addresses the perception that Volvo is just a safe car and not much more. "They're saying yes, we're safe, but we're also very stylish," says Ron Tite, VP/ACD at Toronto-based Sharpe Blackmore Euro RSCG. Adds copywriter Brent Turnbull: "We wanted to challenge the perception of the Volvo driver as well as the Volvo itself. [And] we wanted people to be able to identify with the ads and say: 'Hey, that's me' or 'Hey, that's my friend.'"

The ads broke in August and are running in magazines like *Flare*, *Sports Illustrated* and *Azure*. The winter campaign is expected to break in January to support the spring launch of Volvo's new concept car, the C30.



SO OUT IT'S IN

Montreal-based Marketel has crafted a cheeky prevention campaign to tie in with the city's first Outgames (a gay Olympics, if you will) for AIDS awareness groups COCQ-Sida and Action Séro Zéro. Saucy print executions, which ran in local papers and magazines as well as wild postings, feature phallic-looking sports equipment like baseball bats with the tag "Equipped for the Games?" And, a 30-second animated spot that depicts two stick figures engaged in explicit sporty sexual relations set against a condom-wrapper backdrop ran on giant screens around the games. Posters featuring the sexy stick figures also ran in washrooms at gay bars and bathhouses.

"Outrageous seems appropriate for an event like the Outgames," says Linda Dawe, senior copywriter at Marketel. The creative team was careful to keep the campaign light to best fit the festive mood of the games. "We're not trying to scare people, but the message is still pretty explicit without being heavy-handed," says Dawe. "It's not preachy or a downer."

Dawe says they sent storyboards of the sexy spot to Radio-Canada to see if it would be interested in running it during their coverage of the Games. "They said: 'Noooo thanks!' recalls Dawe, laughing.

The Outgames, which took place last month, attracted over 250,000 visitors from around the world.

clients: **Lyse Pinault, general director, COCQ-Sida; Robert Rousseau, executive director, Action Séro Zéro**
VP/CD: **Gilles DuSablon**
copywriter: **Linda Dawe**
AD: **Stéphane Gaulin**
client services: **Carl Pichette, Laetitia Leclerc**

media: **Marie-Josée Dionne, Michèle Simoneau**
directors: **Thomas Castaing, Richard Ostiguy, Moskito**
animation: **Ottoblix**
broadcast production: **Sandra Corbeil**
sound: **Sonart**

You are cordially invited to submit your new, dead clever and previously unrevealed campaigns to: editorial director Mary Maddever at mmaddever@brunico.com and CD Stephen Stanley at sstanley@brunico.com, co-curators of strategy's Creative space.

Rising Young Media Stars

This is the final instalment of our two-part exploration of the next wave of media talent. Media pundits have been adamant that to succeed in the new mediaverse, agencies require new ways of thinking. Curious as to who these new thinkers were, and what they were thinking, *strategy* canvassed the industry, asking media shops to single out their top innovative and strategic recruits.

We found that the next generation are creative, love what they're doing, and "get it." Media-neutral is second nature to them since it simply reflects the world they live in. The industry is in good hands.

◀ By Patti Summerfield ▶

Zoryana Loboyko, account director, PHD Canada

Claim to fame: The "Dove Campaign for Real Beauty" voting billboard.

Involved from the very beginning, the PHD team worked to bring Dove's new philosophy and positioning as well as the creative to life. The result included two live LED screens in Toronto with a toll-free number to call to vote. The tally was changed on the board in real time. Other 10-by-20-foot posters were placed in major markets to drive consumers to campaignforrealbeauty.ca.

Not only did the campaign win awards, the idea was also picked up in the U.S. and executed via a billboard in Times Square.

Background: Loboyko graduated from Ryerson University with a bachelor of commerce in marketing and is now in her sixth year at PHD. She was hired into the research department, and worked there for about eight months before moving into the Unilever group as an assistant media planner, quickly moving up to account manager, then supervisor, and now director.

Who is getting it right?

Apple iPod. I'm a bit obsessed with it.

This is an example of a brand being able to create a culture, a following, and a feeling of – holy smokes, I really must have this product!

It's a brand that's dynamic, wanting to push the limits and be breakthrough, and wants to explore new media opportunities itself. Apple is everywhere I expect them to be. They did some very interesting island shelter wraps. They're huge in OOH. It drives me nuts because when I come across a great media placement opportunity, I look up and Apple is always there. This is a brand that keeps inspiring me in that way.

Are opportunities being missed due to caution?

Opportunities are being missed because of a pure CPM measurement from the client's end. So that wouldn't really be considering the impact of an idea, consumer reaction, or potential PR.

Sometimes that's where it stops and you can't move forward with the idea. This isn't in all cases. If we looked at that with the



electronic billboard we did for Dove, we wouldn't have executed it.

What common industry belief would you love to whack?

The struggle between media and creative and really creating a space at the table for both. I want to see media and creative working together. We focus on building consumer insights and understanding the consumer. It's all about who we want to talk to and when they are best poised to see the message. That leads to my hope of collectively coming up with the idea to reach them. We see it with advertisers such as Nike and the particular brands I work with.



The Dove voting billboards have become advertising icons

Sarah Armstrong, media planner/buyer, Genesis Media, Toronto



Claim to fame: Being in the right place at the right time. A recent example is a radio campaign to help StarChoice recruit staff for offices in Canada that targeted by time and mind-set. Radio tags were scheduled when people were on the road home from work. Armstrong worked with the client and station to write the script positioning StarChoice as a place where people actually enjoy their workday.

It was so successful that

StarChoice asked the agency to stop the ads.

To help Indigo Books target the teen market, something they hadn't done before, Armstrong aligned the brand with Habbo Hotel. This entailed an Indigo-branded section of the virtual online hotspot, and an Indigo contest.

Background: Armstrong has been in the business a year, and took the advertising course at Sheridan College. Before joining Genesis, she managed a small family business in Oakville, Ont. where she led a staff of seven.

Who is getting it right?

For Town Shoes, we created a unique brand experience at the opening of Izakaya, a restaurant and lounge (in Toronto). We



Indigo at Habbo

partnered with the social site martiniboy.com (nightclub and restaurant reviews and listings for Toronto, Vancouver and Montreal), and there was an online component where you could invite people to the event and

enter a Town Shoes contest. It became so viral that some of us at Genesis were getting invites to our own party.

We put shoes on display and served martinis with an imported liqueur from Japan, and the vibe at the club lent itself to a cool brand experience and really elevated Town Shoes.

What common industry belief would you love to whack?

That everything that is impactful costs money. Innovation and the right media set for the client can make \$100,000 feel like \$1 million. So the narrower the media buy, the bigger the media dollars feel.



Andrew Braunston, communication planner, Carat Canada

Claim to fame: Was recently part of the Carat team on the Adidas account and the brand's World Cup activities, which involved a TV campaign as well as assisting Adidas in various projects outside of that medium.

Background: Braunston moved to Canada from the U.K. about two years ago, and before that he worked on an ad project for the British government. He always wanted to be in advertising and after doing some research decided media was where he could thrive. Carat is his first job on the agency side.

"I think I'm fairly imaginative and creative yet I don't have the artistic background. I took economics at school, so definitely wanted to go into something business-oriented where I could take that type of theory and apply it to real life."

What new media destination should everyone check out?

Secondlife.com, a 3-D version of MySpace. It's like a grownup Habbo Hotel. You can go in and create a personality down to the tiniest clothing detail. You can purchase the currency of this 3-D world, and then buy land, set up stores, and trade within this virtual world. You can blog, upload photos and videos, and get into community chat groups. In addition, Adidas could go in and open up a store. You can walk down the street and see billboards and you can actually purchase those billboards for advertising as well.

Who is getting it right?

Last summer we created a Canine Care Crew program for IAMS dog food. Reps visited dog parks in the major cities in Canada with samples and information about IAMS and really engaged the consumers with their dogs. In addition, the reps took photos of the owners and their dogs and then e-mailed right to their inboxes.

Are opportunities being missed due to caution?

Absolutely. In my experience, the traditional media expectations have to be satisfied first on a campaign and these new and exciting ideas are difficult to measure in terms of ROI directly related to that advertising. Coming from the U.K., I think the European style is very much "give it a shot" – and more often than not the feedback is tremendously positive.



Braunston worked on the Adidas World Cup team

What common industry belief would you love to whack?

That a good campaign relies solely on good creative. A truly great campaign is a harmony between the creative and media placement. Great creative is all good and well but if it's not placed correctly then it's not going to work. We try to have everyone at the table whenever we can to create a holistic campaign.



Heather Loosemore, media planner/buyer, Genesis Media, Toronto

Claim to fame: Work on the Bacardi Breezers business as a joint venture with john st. involving a contest-driven impact campaign on wish.ca and betterthanbeer.com. Loosemore bought everything that she could get on wish.ca, such as backgrounds, banners, and big boxes and ran them all together to create the impact needed.

Background: Loosemore graduated from the Sheridan College ad program, and has been at Genesis Media for two years as an interactive planner/buyer with the added responsibility of working as part of the broadcast buying team. She develops online strategies for almost all of the agency's internal accounts.



Loosemore bought everything she could on wish.ca

well as a viral online campaign to drive consumers to a unique URL to answer that pressing question, What is better than beer? It was for Bacardi MIXX and really spoke to the young, socially active male target. It's kind of like taking that YouTube feel and putting it into the campaign. Consumers didn't know what they'd find on the site. The creative was a series of visually different executions to break through the clutter. A couple of the ads featured a really overweight guy in a little red Speedo with his abs drawn on, and it just says betterthanbeer.com. It's the type of humour that appeals to that young male target.

What would you love to build into a plan, but haven't been able to yet?
Getting clients to participate in user-generated content, so the MySpace and the Friendsters of the online world. The risk is you're turning over control to the user. Clients either fear or embrace that. It's just going to take a while to bring people over.

Which brand, other than your own clients, would you most want to work on?
Sirius Satellite Radio. From an online perspective, there's that great symbiotic synergy between Internet and radio. They both share vertical on-demand platforms customized by the user, live and interactive apps that engage and challenge, and they both provide that experiential media that people are willing to pay for because it's all about choice.

I'd like to develop a proprietary direct response model just to further the client's understanding of which marketing channels are performing the best and even more importantly finding the most profitable acquisitions and subscribers.

What industry belief would you love to whack?

That online investment should be 15% to 20% of the overall spend. Just come to everything from a media neutral point and don't use formulas to determine your path.

Second, there is no timeline to your career, no set path to follow. Create your own job description and get involved in absolutely everything.

What new tool should everyone be aware of?

RFID. The transmitters gather valuable consumer data with little or no consumer involvement. It's coming.

Who is getting it right?

I'm going to say the betterthanbeer.com campaign. If you'd been downtown anytime in the past few months you'd have seen a combination of wild postings, OOH, as

Robyn Baldwin, strategist, OMD Toronto



Claim to fame:

After three months in the industry and at OMD, Baldwin negotiated a creative content-driven location buy for Wrigley Excel Extreme, which included

wall murals and site-specific billboards in Toronto, Montreal, and Vancouver this past January. She cherry-picked locations that lent themselves to maximizing creativity tied to the boards' surroundings. For example, the Yonge and Dundas Media Tower made use of the retail-centric placement with the line, "More Intense than Chicks at a Shoe Sale".

Background: Armstrong graduated in April 2005 from Hamilton's McMaster University with an honours degree in commerce and a strong focus on marketing. That's where her love of advertising began. Last summer she sold outdoor wall murals, and from this vantage point decided to become a media planner and joined OMD in October.



Wrigley's Excel at Yonge & Dundas

Who is getting it right?

What comes to mind is a TV commercial for Special K featuring Carson Kressley from *Queer Eye for the Straight Guy*. He's talking about using the product to maintain your weight. I think it's smart in terms of not promoting a fad diet and

targeting those women who are happy where they are now. It's such a specific TV commercial. So many times 30-second ads are fun theatre, but this one actually has a call-to-action to buy.

What would you love to build into a plan?

Holograph projections. They're being used in Europe, and there are a lot of PR opportunities for it because it's so new. We haven't been able to go for that yet because of the high cost and it's such new tech to Canada. But it's something really cool to do in the future.

Is a radical media rethink required?

Radical no, but a constant rethink, yes. Constantly challenging yourself. Constantly educating yourself. I think people get complacent. Don't just sit at your desk and do the day-to-day work. Read, and go out and experience everything so that you know what you're talking about.

What common industry belief would you love to whack?

All of my friends who are accountants believe the advertising world still has liquid lunches. I would love to whack that because we don't even have time to eat lunch outside of the office.



◀ By Lisa D'Innocenzo ▶

GOING GREEN

How Wal-Mart and other retailers are saving the planet while greening their bottom line

When a former U.S. presidential candidate narrates a documentary espousing the need to reverse the effects of global climate change – and Oprah starts informing viewers how to live a more eco-friendly existence – it becomes clear that the environment is no longer a fringe concern but increasingly a mass fixation.

As interest in going green proliferates, many companies have recently adopted and are communicating environmental policies in the hope of attracting consumers. They're also anxious to deflect the heightened scrutiny of activists and avoid getting blogged on. The benefits – beyond avoiding bad press – include cost cutting, motivating employees and winning over eco-conscious consumers.

That's what Wal-Mart hopes to achieve with its current environmental strategy. U.S. CEO Lee Scott wants the chain to be greener than green by increasing the efficiency of

being asked more questions, customers are making more requests for green products and, as a retailer, there are many things we can control in our business that provide immediate payback. The customer expectation isn't going away, it's growing."

Thus, Wal-Mart Canada is on track to reduce waste by 10% this year, and hopes to improve that number to 30% in five years. In the future, it aims to become a zero-waste company, according to Groh. On the energy management side, this summer the stores turned their air conditioning down and dimmed lighting, a fact that was communicated via posters on-site.

Meanwhile, in B.C., 25% of the chain's locations run on green power and in Ontario, four stores use energy supplied by green electricity provider Bullfrog Power. Groh says that these areas were chosen because of availability, but that the retailer is hoping to

The efforts are a serious and long-term priority. "There's an immediate customer read on any program that's not honest, and customers will tell you if they're not buying into it," says Groh. But he adds that there are also significant cost reductions associated with environmental changes pertaining to packaging, shipping and distribution space: "And when you're talking about retailers with high volume, you're talking about high volume savings."



We are being asked more questions, customers are making more requests for green products

Wal-Mart's vehicle fleet, and reducing energy use and solid waste from U.S. stores. The Bentonville, Ark.-based retailer also plans to invest US\$500 million in sustainability projects, and increase its offerings of eco-friendly products. It's already become the largest global purchaser of organic cotton and organic milk.

Here in Canada, says Kevin Groh, Wal-Mart's Mississauga, Ont.-based director of corporate affairs, the retailer is mirroring the U.S. strategy and is focused on improving its environmental record in three areas: waste reduction, energy management, and the introduction of green products, as determined by its corporate social responsibility task force.

Groh says it has become absolutely necessary for companies to clean up their act, because of increasing consumer demand. "We are

eventually build a national commitment to green power. Meanwhile, the firm plans to erect a sustainable retail location in Vancouver that "comes at a tremendous cost to us, but is also a huge opportunity to study sustainable features in a retail environment, that can ultimately be rolled out to some or all of our stores."

As for new products, Wal-Mart Canada will be launching organic baby clothing in the fall, and plans to reach out to more eco-friendly producers, as well as cut back on packaging for its private label goods. A request to do the same will also be put out to suppliers in the future. Then there's Green Grants, the retailer's two-year old program to donate green space to communities across Canada in order to offset its own use of land. Run through an organization called Evergreen, this project too is advertised in stores.

Like Wal-Mart, the LCBO has also introduced an extensive environmental strategy, which became official in 2004. According to Lyle Clarke, the retailer's chief policy advisor, it has four fundamental objectives: to reduce the amount of waste generated by 10 million kilograms annually; to increase the rate at which containers are collected for recycling to 80%; to reduce its consumption of energy and utilities by 10%; and to raise cash to invest in programs that preserve and rehabilitate wildlife through the retailer's Natural Heritage Fund.

The first pillar is what has generated the most attention thus far. Back when the waste reduction target was established, the LCBO challenged its

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KEYNOTE SPEAKERS



Alan Rutherford, VP, Global Media, Unilever UK

"Innovation + Integration = Engagement"

Resolved to drive "the new way of thinking" about holistic campaigns that are truly integrated. Alan Rutherford, the brains behind Unilever's innovative media approach discusses how the CPG giant has taken ownership of their engagement strategy like never before to ensure they connect with their consumer every time through all media channels and touch points.



Paul Woolmington, Partner, Naked Communications

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CHAIRPERSON ANNOUNCED

Lauren Richards, Chief Executive, Starcom MediaVest Group

A 26-year veteran of the media services industry, Lauren Richards is known for her passion and commitment to media innovation. Prior to her recent appointment at SMG, Richards spent 18 years at Cossette Media, rising steadily through the ranks to SVP and National Media Director. As Conference Chair, Richards will draw on her knowledge with clients such as Nike, McDonald's, Coca-Cola and Bell Canada to share her unique perspective and insight into the business.

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Environmental (R)evolution



From top: French Rabbit comes in tetrapak while Banrock Station is supporting salmon

suppliers to come forward with innovative eco-friendly packaging.

The first to answer the call was French winemaker Blasé, whose vintage dated, varietal premium quality wine French Rabbit now comes in tetrapak containers. The LCBO's marketing team joined forces with the vintner to create a launch strategy for the new product, says Clarke, who points out that the marketing message included several consumer benefits – "it's lighter weight, it's unbreakable, it's great for the patio, but we were also very upfront with the environmental benefits in terms of waste reduction. The message on brochures was 'savour the wine, and save the planet.' A dollar from every tetrapak of French Rabbit sold also went to the retailer's Natural Heritage Fund, and specifically towards a program supporting the recovery of an endangered bird called the Eastern Loggerhead Shrike.

He adds: "What our marketing people tell us is that the environmental message alone is not entirely effective at making the purchase choice. Consumers want to be good for the environment. But you need more than that to get the purchase. They want to see the value proposition." The blend of benefits communicated to consumers via in-store efforts and billboard ads worked for French

Rabbit. The LCBO achieved its six months sales projections in just a few weeks, and two million dollars worth of French Rabbit was sold between August and November 2005. Thanks to its success, there are now 30 different enviro-packaged alcoholic beverages on the market, with another 40 or so expected to land on LCBO shelves within the next year or two.

Like French Rabbit, the purveyors of many new products are donating proceeds to the LCBO's fund including Bandit, a brand from California winery Three Thieves, which is supporting the creation of a Toronto-area habitat for frogs, and Australian winemaker Banrock

Station, which will be funding efforts to reintroduce Atlantic salmon to Lake Ontario.

The majority of these do-good projects are advertised through in-store signage. For the Banrock product, for example, the slogan on POP is "bring home the wine that brings back the salmon."

Adds Clarke: "We're trying to engage our staff, customers and suppliers in our strategy in a positive, brand building way that will give them an emotional connection with what we're doing."

Even retailers who historically have had a strong commitment to the environment are upping the ante. Toronto-based Roots was way ahead of its time when it introduced organic products in 1989, and today its organic line is being expanded, as are products with hemp and bamboo. As for the

chain's signature leather goods, more and more are vegetable tanned, which means they aren't produced with toxic dyes.

As Robert Sarner, director of communications and public affairs points out, founders Michael Budman and Don Green have always had a connection to wilderness, given that they conceived Roots during a camping trip in Algonquin Park. Sarner says this history gives the brand credibility to adopt environmental policies. "But also I think there's even greater expectation. People hold you up to a higher standard, when you've nurtured your company, heritage and image closely with the outdoors, healthy living and active lifestyles."

To send an even stronger message of its environmental stance, the retailer opened a new concept store on Toronto's Yonge Street last month built with eco-friendly products such as recycled wood and bamboo. It sells mainly environmentally responsible products. A significant benefit to this? Roots can charge 50% more for vegetable tanned skins versus regular leather goods, and 10% more for organic clothes. Sarner says the retailer is investing in ad support for its organics line; in fact, many of the T-shirts themselves carry slogans that spread the word.

Furthermore, Roots has donated more money and time to environmental organizations in recent years, and sponsored Al Gore's documentary, *An Inconvenient Truth*, which it promoted in stores. The retailer also backs the Toronto Green Awards, which celebrates contributions to the greening of Toronto, and Michael Budman is on the board of Robert Kennedy Jr.'s Waterkeepers Alliance, which works to protect waterways. Plus, the retailer sells bracelets to raise funds for the Stop Global Warming Fund, run by U.S.-based stopglobalwarming.org.

Still, at the end of the day, people's number-one concern is, "the product has to be appealing – it has to look and feel good, the price has to be reasonable, even if it is a bit more expensive," notes Sarner. "The fit has to be right." ■



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Strategy gets sent a lot of books, software and assorted schemes and step programs for making marketing easy. We often wonder what works. So we asked a marketer. Here's the verdict on a planning software entry, and just how much it actually could make life easier ...



MARKETING PLAN PRO PROVIDES GOOD START

◀ By Mike Welling ▶

One relaxing day this spring I was approached by *strategy* to assess an off-the-shelf marketing planning tool. They wanted to get the perspective of someone who has lived through many marketing planning cycles and currently offers strategic business and marketing consulting support to assess the tool. Objective: Review pre-packaged marketing planning software and comment on its utility and ease of use.

The Marketing Plan Pro package from Palo Alto Software claims to be the number-one-selling marketing-planning software for seven years running. It lists a quote from *Accounting Today* that it is "...the simplest way to create a marketing plan that will improve the profitability, awareness and long-term stability of your business."

Products like these could represent a real threat to someone who makes their living providing brand and marketing planning

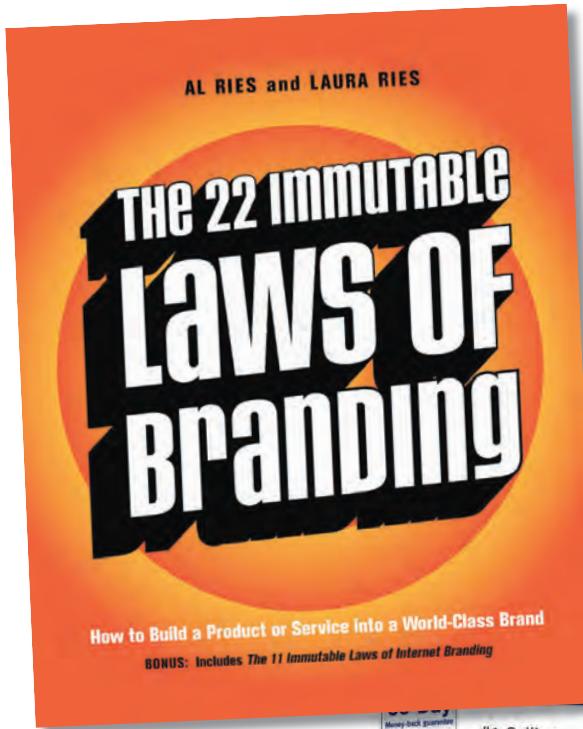
**they describe
a brand more
in terms of... a
secondary result
of successful
marketing versus
a core asset of
the business**

counsel! Undaunted, I spent some time with the product and here is a summary.

Overall, it's easy to use and provides a pretty good summary of how to not only build a marketing or business plan, but also what you need to do to execute against that plan. This type of tool can be quite useful for companies with less sophisticated business planning processes or which need to allocate more focused time to planning, and will be especially useful for anyone embarking on a new business venture and hasn't had to pull together business plans before.

It comes with software, a small manual and two books: *The 22 Immutable Laws of Branding* by Al and Laura Ries, and *On Target: The Book on Marketing Plans* by Tim Berry and Doug Wilson. Both are great (not just because they come in a large font for those aging boomers out there) but because they contain useful information. *The 22 Immutable Laws*

A cartoon illustration of a woman with blue hair and a flower in her hair, pushing a yellow stroller. Inside the stroller is a computer monitor displaying the AXE.ca logo. The woman is smiling and looking towards the camera. To the right of the stroller, text reads "DASHBOARD AND UNILEVER ARE PROUD TO ANNOUNCE THE BIRTH OF THE NEW". Below the stroller, the AXE.ca logo is prominently displayed, followed by the phone number "(416) 504-4422 ~ DASHBOARD.CA" and the word "dashboard" in a stylized font with stars.



provides insight into the concept of branding (which I believe is lacking in the rest of the package) while *On Target* provides a great reference tool with a glossary of terms and concepts.

In fact, it's a well-integrated offering which allows a user to leverage (or buy online) other Palo Alto products: Both inside the program and within the *On Target* book are numerous hyperlinks to more information. There is also a link to download another title by Tim Berry, *Hurdle: The Book on Business Planning*, that further explains some of the concepts touched on in the software. I would recommend a review of all the materials upfront before starting to develop your plan.

From the time you open the software, you appreciate the virtues of the program design. There are easy-to-use guides to walk you through all sections of a marketing plan. In each, there are coaching tips on what needs to be considered, where you can get information and a library of examples. In fact, users can access 70 marketing plans from different types of businesses which can be used as templates and relevant sections can be cut and pasted into your own marketing plan and edited as appropriate.

The program is designed to help you develop a professional-looking document that can be used

as an internal marketing plan, but is also suitable for presentation to third parties, such as investors.

As you start using the software you are prompted with questions so the tools can be tailored for your type of business. It then covers off key areas for any marketing plan:

- Situation Analysis including market needs, an assessment of the company's strengths and weaknesses and a competitor analysis (for direct and indirect competitors)
- Marketing Strategy including developing a value proposition, identifying critical issues, defining financial and marketing objectives, target markets, messaging and the development of strategy pyramids
- Marketing Mix: defining strategies for product, pricing, promotion; developing a plan for

section devoted to CRM, ROI calculations, organization structure

There is emphasis on making sure the plan is implemented, that budgets, timing and performance metrics and key assumptions are identified and then tracked against.

Overall, a great pool of knowledge and easy to use. Let me just briefly comment on where I think it falls short, which is in the less tangible areas of a successful business: the concept of a Vision and the notion of "brand."

The importance of a vision for a business can't be understated in my mind. It should raise a challenge to a business of what it wants to become which in turn should become the shared goal of all the entity's activities. In the Palo Alto Software they never discuss the notion of Vision and go right into Mission. The Mission should be looked upon more as the overarching strategy that will be pursued to achieve the Vision. By not making the distinction, the authors miss out on a key emotional driver in keeping a business focused.

The second deficient area is "brand." One of my favourite sayings is: "Brand – the last legal unfair competitive advantage." The authors touch on the concept of branding but they describe a brand more in terms of building a symbol that comes to mean something to consumers – a secondary result of successful marketing versus a core asset of the business that is a key differentiator. Perhaps this is best illustrated by use of the term "product manager" versus brand manager. To me a brand is a "promise" of numerous virtues and values that have to be consistently nurtured and developed over time, not just a collection of product features and benefits.

The good news is that they included *The 22 Immutable Laws of Branding* in the package. The downside is that the principles defined in the book are not interwoven into the software, so run the risk of being forgotten.

So, am I worried for the future of people like me? Not really. I think the Marketing Plan Pro serves a valuable purpose and is a user-friendly resource, particularly for a smaller business, in utilizing the proper discipline to develop plans. However, if you are trying to take your planning to a higher level of refinement, there is value in third-party facilitation to provide objectivity and experience to challenge the conventional wisdom that can build up blind spots inside an organization and push your thinking on the less tangible notions of brand and vision. ■

Marketing Plan Pro includes the classic book *The 22 Immutable Laws of Branding* – but does it integrate branding enough?

leveraging the Internet, customer service and tools to develop an implementation schedule and sales plan

- Financials: break-even analysis, sales forecasts (by relevant segments), forecasted expenses and a tool to link those back to the key strategic thrusts, plus defining contribution margin
- Controls: implementation schedules with assigned budgets and responsibilities, key success factors for the plan, marketing research requirements, contingencies and a

Mike Welling is a 22-year veteran in the dog-eat-dog CPG world, principally with Unilever, working in Canada and Europe. Since 2004, he's been leveraging his brand-building skills as president of Mike Welling & Associates Strategic Brand Advisors. mktgduke@sympatico.ca.



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api Adpeople: Working For You

The proof is in the pudding at api Adpeople, a Toronto-based placement agency for the marketing and advertising community. "We are not 'headhunters.' Our focus is on quality, not volume," says founder and president, Fran Breithaupt.

"Much of my work is with call-backs to regular clients. When I go into a new agency, the trust they have in me is instantaneous because of their reputation."

Joseph Direito, a freelance production artist with Adpeople since 1988

Unlike the hundreds of other placement agencies operating in Canada, Adpeople's process is more emotional. "The motivation is a happy match," Breithaupt says. "Matching the talent to the task, to see a result from the effort." Adpeople handpicks candidates for every facet of the marketing communications industry, from creatives to account services and production experts.

"Although I do a lot of my own marketing and self-promotion, I find that Adpeople opens a lot of doors for me in areas I might otherwise find difficulty."

Wayne Nakamura, a freelance designer in print and web

The company was founded in 1987 to provide freelance creative services to agencies. The matches proved so successful that demand grew for contract and full time assignments.

"They respect us for who we are. It's like family – they would never jeopardize our mutual integrity."

Soren Madsen, a senior project manager, has worked with Adpeople as both a client and a contractor for more than 16 years

Today Adpeople acts as a "clearing house" for talent by conducting all screening and interviewing for a project, or by-the-hour work.

Breithaupt and her team have worked in all areas of the marketing industry and only select candidates who they themselves would want to hire. Only 3 per cent of those who submit résumés make the cut at Adpeople.

Whether you need someone to simply fill in for vacationing staff, or to fly a marketing specialist into a remote office to fine-tune a new business proposal, Adpeople finds the perfect applicant. After receiving a client briefing the company selects the three most ideal candidates for the job. The client approves a candidate from the top three. Adpeople then manages all invoicing, collection and CPP/EI remissions for clients.

"Why wouldn't you work with the best people in the business. They know what they're doing and they've never disappointed me. Simple."

Michelle Garrett, a marketing consultant to business and government

"They pick people specifically suited for each particular project, in terms of background, skills, personality and price point. It really cuts down on my frustration and gives me excellent support for the work I do as a communications consultant."

Barbara Smyth, president of Smyth Communications has turned to Adpeople regularly since 1996

So what's the benefit for candidates? "We've done their jobs," explains Breithaupt. "We know their business, value their skill-level and we only work with clients who provide respectful working environments."

With Adpeople, the proof is in the people, the placements and their professionalism. To enlist their unique services, call 416.486.1220 or visit www.api-adpeople.com.

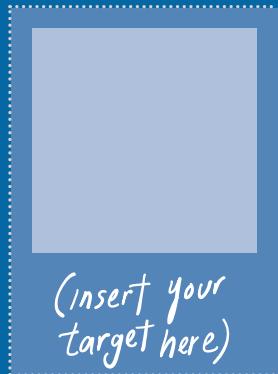


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THE NEXT ICONS

Mark Childs and Rob Guenette made the cut. Who else has what it takes?

◀ By Natalia Williams ▶



Thank Frank Palmer. With the bold, gregarious, legendary adman at the pesky retirement age, it got us thinking: Just who are the Frank Juniors?

Who are the wildly savvy, opinionated, charismatic marketing execs and agency heads of tomorrow? The kind of person who would drop his pants – with nary a flinch when asked – and appear on the cover of our magazine in yellow happy-faced boxer shorts as he so memorably did in September 2004, but also have the smarts to build a stellar agency, make waves in the industry, and become an icon in the process.

And who are the next Phil Donnes? He spent 15 years at Kellogg's in Canada and Europe (moving from VP marketing to president); made a stop as president of Toronto's Cossette; served as chair of the ACA and is now in the top spot at Campbell's – who has that kind of marketing prowess to elevate brand equity to a top business concern?

So, with Frank and Phil serving as inspiration, we approached some of the other best in the biz to get their personal picks on who they deem to be the next icons.

Most you've heard of; others, perhaps not yet. Give it time, you will.

THE ILLUSTRIOS PANEL

We invited a mix of agency leaders and heads of top-notch brands to provide a wide-ranging view of who they think has the right stuff. In addition to Palmer and Donne, who effectively cover a traditional agency and a CPG, we included the president of a media agency, the head of a worldwide retail chain and the CEO of a non-traditional agency to round out the pack and share their views on who best represents the passion, drive and vision required to lead the way.

Frank Palmer, CEO/chairman, DDB Canada

Phil Donne, president, Campbell Canada

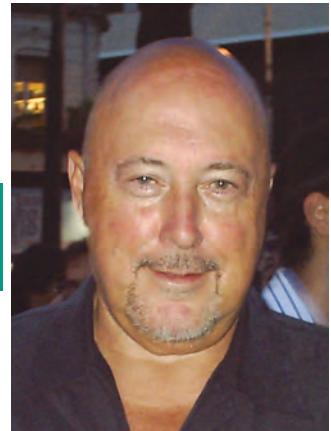
Annette Verschuren, president, Home Depot Canada

Sunni Boot, president/CEO, ZenithOptimedia

Tony Chapman, president/CEO, Capital C

FRANK'S PICKS

FRANK PALMER
CEO/chairman, DDB Canada



Rob Guenette
President, Taxi Toronto

Before joining that little ad shop called Taxi in 2004, Rob Guenette had already earned a reputation as a marketing powerhouse, shaking things up client side by making fresh, engaging creative a top priority while at Unilever, where he stayed for 14 years working on brands such as Lipton and Chesebrough Ponds.

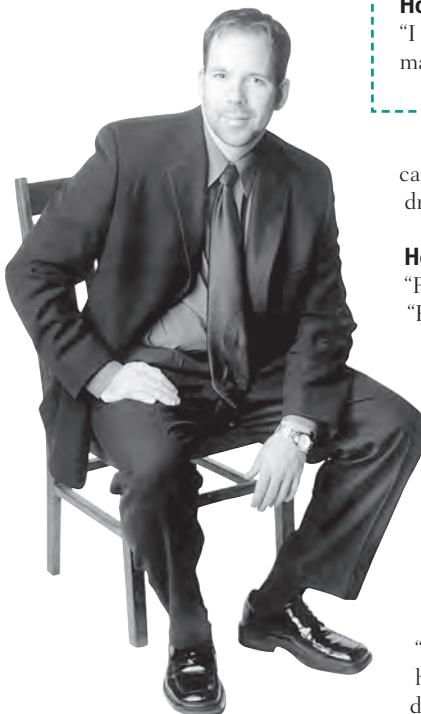
"I'm sorry to say he seems to be one of a kind," said Nancy Vonk, CCO at Ogilvy & Mather Toronto back in August 2004 when strategy put Guenette on the cover of its first magazine issue. "I wish there were many thousands of Rob Guenettes. As a client he really got on board with the whole belief system that you've got to get noticed first and foremost. He really demanded a high calibre of work." In 1999, he was on to Molson where he became VP/global director, marketing before moving to the agency side, running now defunct Flavour. After Flavour came Taxi, and the rest, as they say, is history.

Scot Keith DDB Canada, group account director

Typically it's creative that gets the glory, but Scot Keith is proving that the account side's got game, too. "Scot brings a sense of passion, energy and vitality to the company," says Frank Palmer, who admits to meeting very few people like Keith over his numerous years in the business. "He gives 200%. He always has an idea for something. I predict he'll own his own [agency] one day." Before joining DDB in 2002, Keith spent five years at TBWA/Vancouver – starting on the media side, then moving account side – working mainly on Labatt/Interbrew's Kokanee. At DDB, he was responsible for the agency's successful Hockey Canada, "Relax, It's Just a Game" series of ads. Other agency stints included MacLaren McCann Vancouver and McCann-Erickson, and he recently taught advertising at Kwantlen University College in Richmond.

Palmer on Keith: Delivering the big idea...

"Scot has made every client that he has had responsibility for ask different questions on their marketing efforts. He doesn't take what has been requested or asked for as the final request. He always looks for better or different ways to resolve the marketing assignment. In many



Palmer on Guenette: Guenette's Flavour

"Rob really is one of the few people I know who has had practical experience client side prior to becoming president of an advertising agency. As a client, he demonstrated his ability to totally motivate our agencies' staff to want to create the best work possible. During his stay at Flavour, Rob started to make his presence known as a real player in this field."

The right stuff

"Simply put, Rob is a self starter. He has the ability to see a bigger picture and the courage to act on making it happen. It's called vision and leadership. He sets the course and pace and because of his commitment, he's able to get his people to trust him because of his beliefs, values and business traits. He gains respect through his actions."

How is he an icon in the making?

"I have experienced Rob to be a tremendous catalyst. He makes things happen."

cases he has created the concepts or 'big idea' that has driven a much bigger financial result for the client."

Hello Oprah!

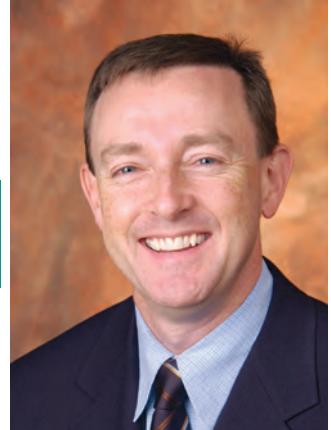
"For Hockey Canada, Scot created the need for the 'Relax, It's Just a Game' campaign. He knew that parents were being overly abusive and rude to their children and coaches at minor league and junior league hockey games. He approached the hockey association with his idea of having children criticizing adults for their actions. The finished campaign was one of the most talked about during 2005 and gained millions of dollars in PR support. In fact it even made it onto Oprah."

How is he an icon in the making?

"Keith is definitely a hunter and not a farmer. Over all the years that I have been in this industry I have come across maybe at most four people who have demonstrated real 'take no prisoners' leadership action. Keith [is one of them. He] creates positive karma with every assignment that he has been challenged with. He looks at every new client opportunity very differently than almost any other account person. Being around him, others get more enthused because of the passion and sheer energy that he brings."

PHIL'S PICKS

PHIL DONNE
President, Campbell Canada



Mark has breathed fresh life into two major branded icons with breakthrough thinking and leadership

Mark Childs VP marketing, Campbell Canada

In 2000, Mark Childs did something audacious. While VP marketing at Kellogg Canada, he invited 21 kids to join his Apple Jacks marketing team. They were the Jacks Pack, an idea that had kids – the true consumer of the product – participate in the decision making behind the brand. It's that kind of ballsiness that's helped earn Childs a reputation in the industry as a risk-taking marketer. In total he spent 13 years with the CPG goliath – starting out sales side while in England, moving to Canada, spending time in its Battle Creek, Mich. HQ, then back to Canada. During that time he worked on a slew of brands, most notably, helping launch the Vector cereal and energy bar. After a stint as VP/GM at Preview Marketing, a division of Tribute Entertainment Group, he returned to CPG marketing – what he calls his passion – joining Campbell's in 2004.

Donne on Childs: **A launch machine**

"At Campbell's, Mark has energized the organization's vision of 'extraordinary authentic

mourishment for all' with successful new product launches (Soup At Hand, Low Sodium V8, Chunky Microwave Bowls) and has, with his team, crafted a clear health and wellness vision that includes a comprehensive strategy with the Health Check program of the Heart and Stroke Foundation."

How is he an icon in the making?

"Mark has breathed fresh life into two major branded icons with breakthrough thinking and leadership (Campbell's health and wellness strategy and at Kellogg's his leadership on products such as Vector).

His understanding and appreciation for the creative process has inspired agency teams to strive for outstanding creative quality. Mark combines a pragmatic understanding for execution based on his initial career as a salesperson [at Kellogg's in the U.K.] with the creative/strategic appreciation of a marketer to provide a true 360-degree understanding of consumer engagement.

He gets all the 'bits' and is able to bring full new revolutionary programs to fruition with speed and quality."

Richard Burjaw VP marketing, Pepsi-Cola Canada

Proving that numbers guys CAN be creative, Richard Burjaw has pushed through some of the most innovative programs for the brands in his portfolio, which include Gatorade, Dew Fuel and Diet Pepsi. Starting out in Unilever's finance department after completing an MBA in 1990, he then moved to its supply chain group. In 1997 he moved marketing-side joining Pepsi-Cola Canada, working his way up to his current position. A visible player in Canadian advertising, he's served on the board of the ACA for two years and is its incoming chair. He also sits on the board of the Sponsorship Marketing Council and is a judge for the 2006 Cassies.

Donne on Burjaw: **Two words: Sidney Crosby**

"Richard has led his organization's entry into many effective and leading partnerships, such

as Sidney Crosby, as well as steering his firms' products into greater participation in emerging wellness areas. He has a keen understanding of strategy and creativity, partnering with his agency teams to create a deep roster of award-winning creative."

How is he an icon in the making?

"Richard is an icon in the making because of the breadth of leading brands he consistently manages to success, as well due to his unique background [starting in the finance department] which helps him reach across his organization in an informed and insightful way. He brings a general manager's understanding to his role which is rare in his discipline."

SUNNI'S PICK

Julie Myers SVP/GM, Zenith Optimedia

High praise from the Queen of Canadian media, Sunni Boot, is a rarity. But when said maven actually compares you to herself, well, that's simply golden. "She is the next generation," raves Boot.

In 1982, Myers began her career in media at Ronalds Reynolds which would eventually become ZenithOptimedia. In 1983 she moved to TN Media where she stayed for two years at VP media planning. Then it was back to Zenith in 1995.

Boot credits Myers with landing the pitch for the Nestlé business and managing it leading up to the review. And Myers' other brands, for which she's the lead in strategy development, are equally impressive: CIBC, General Mills, Purolator, Canada Post, Purina, KIA and Wal-Mart round out her current client list. "She thinks big," says Boot. "She rolls up her sleeves and does it. She has got client innovation and client servicing to the core and that's what it takes."



SUNNI BOOT ZenithOptimedia, president/CEO



Boot on Myers: Rising to the top

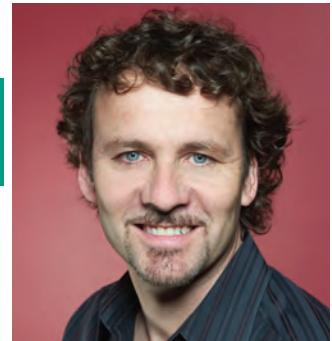
"The thing is, all major agencies offer similarities. The difference is always going to be the passion, the determination and the intelligence of the individuals who run the business. Not everyone has it. At Zenith we don't run offices, we run businesses. I can hire office managers, for Christ's sake, but I need people who can be with the client in the trenches, do everything, night and day. That's what she's like. I feel that's what's made me successful."

How is she an icon in the making?

"Leaders are people who can do a number of things: They need to display a passion that can lead a group, garner an idea, champion the idea and execute the idea. Leaders motivate up and down. They motivate people senior to them and below them. It's just what they do, and what she does."

TONY'S PICK

TONY CHAPMAN President/CEO, Capital C



Geoff Craig VP/GM, home and personal care, Unilever

Dove. Degree. Sunsilk. Need we say more? Okay. Axe. Sunlight. Suave. These days, Geoff Craig is overseeing some of the biggest brands in the biz. "He's one of the best marketers I have worked with in 25 years," says Chapman who first worked with Craig on the Slim-Fast account when he was the director of marketing on the foods from 2003 to 2005. "He has a sharp eye for great creative and uses all the pieces on the chess board (packaging, retail theatre, promotional marketing, media driven content, event, digital and viral) versus simply shouting loudly in the media."

That knack for a 360-degree approach began to take shape when Craig joined Unilever 14 years ago, steadily gathering a broad mix of expertise in various parts of the business: There was a stint in sales, operations, finance and new business development, along with a handful of key marketing director posts that have all



lead to the monster position of VP/GM, home and personal care to which he was promoted last October. And the key to his future success may lie in another of Chapman's observations: "He sees Canada's role in the global marketplace as a leader, not a follower."

Why Geoff?

"I have tons of heart for Geoff. He is the guy behind Dove's "Campaign for Real Beauty," Axe, Sunsilk and the relaunch of Suave. Incredibly bright, [he] really has an appreciation for the change going on in the world, the need to think big and outside the box and how to motivate the next generation of talent. He's a real superstar."

ANNETTE'S PICK

ANNETTE VERSCHUREN
President, Home Depot Canada

Ian Morton CEO, Summerhill Group

When Ian Morton declares, with a certain evangelism, that "green is the new black," one can't help but believe him. But he's also right. Big brands are finally recognizing that good works can equal good ROI. Morton tapped into the thinking before it became trendy, funneling his 16 years of working for a variety of environmental organizations, into starting Summerhill Group in 2001, a Toronto agency that does ROI-friendly strategies for clients to help move the market toward better choices for consumers and the environment. One example, Home Depot's Keep it Cool air conditioner recycling campaign had Ontarians giving up their old models for energy-efficient new ones. The program trounced its goals, netting almost 16,000 units, and the \$25 discount incentive on the purchase of new models provided a bottom-line boost for the retailer. Home Depot is, of course, a Morton convert, having worked with his agency for five years now. Imperial Oil, P&G and others are too. And many more, we're sure, will soon be believers.



Verschuren on Morton: The air around him

"He has been responsible for creating some of the most innovative and effective social marketing programs on air quality, climate change, and healthy indoor environments in Canada. Ian has provided strategic counsel on market transformation to companies such as ours, P&G and Panasonic. He has extensive experience in running large-scale, retail-based energy efficiency campaigns. These campaigns are both strategic and creative and they motivate people to take action."

How is he an icon in the making?

"Ian has developed an integrated approach that brings together manufacturers, retailers, utilities and government agencies. He brings an interdisciplinary approach to problem solving, and combines science, business, economics, policy, marketing, and communications in his strategies."

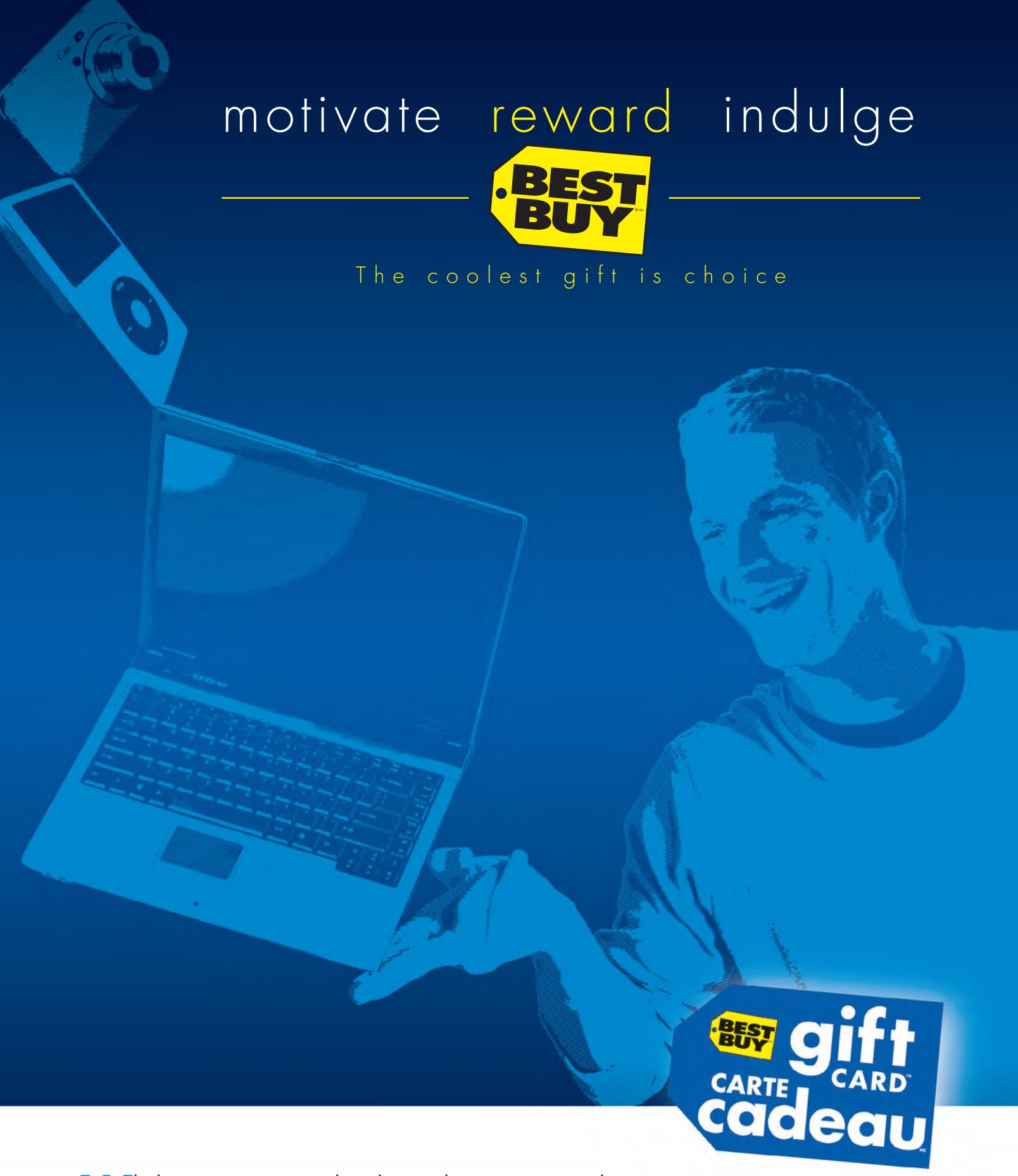
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A Holiday Gift Guide for Marketers



A cash gift used to be an acceptable option for businesses looking to reward employees. Then came denominated paper certificates. Today, cash and certificates rarely make the grade as companies seek to personalize the gifting experience and get long-term trophy value from the gift itself.

In this increasingly competitive market, gifting choices for corporate gift-givers are more extensive than ever. Often topping the list are gift cards, which pack a lot of punch into a small package. Not only do the cards result in memorable gifts for the receiver, they also provide ease of purchase and numerous marketing opportunities for the giver. For many, it's a win-win situation.

To gain an edge in the booming gift card market – estimated to be worth \$2.4 billion in Canada – companies now offer everything from customized cards, to themed cards for use in select venues only. Whether the company is looking to give the gift of travel, electronics, or a pampering spa treatment, today there are gift card programs tailored to almost any gift-giver's needs.

Best Buy: Win-Win Solution

We'd all like a few extra dollars in our pocket, but when it comes to gift-giving, cold, hard cash falls short of generating the kind of warm, memorable feelings that physical gifts do. Rarely is the money used by the recipient to purchase something special. Instead, it often disappears into a general pool of funds paying for everything from dog food to gas bills.

"If you give cash, there's a good chance (the receiver) is going to go to the bank account and probably use it to pay bills," says Loveena Chera, senior marketing manager with Best Buy Canada Ltd. "Whereas when they get a gift card, they get an opportunity to treat themselves. It's a bit of luxury."

Gift cards represent an expeditious and relatively effortless solution for companies looking to give memorable, thoughtful gifts to their staff. They also take the guesswork out of giving gifts to employees with differing tastes. But picking the right card

could well make the difference between a winning gift, or a humdrum one. "You want people receiving the gift cards to think that you put some time into thinking about what they should get," advises Chera.

Most importantly, a card should result in a much-desired gift-oriented purchase that can be made in a pleasant shopping environment. After all, if the shopping experience turns into a stressful outing negative associations may result. "Best Buy," says Chera, "delivers on both counts."

As one of Canada's largest electronics retailers, the chain is chock full of fun electronics like MP3 players, flat panel TVs and all the latest DVD releases. The company has also developed a family oriented, no-pressure shopping environment that, in contrast to many other electronics stores, attracts both men and women in relatively equal number. The store's female

Best Buy: Holiday Wish List

Guiding a gift card recipient toward making a purchase aimed at pleasure, rather than need, is integral to a card's success. With a Best Buy gift card, this is pretty much guaranteed: the chain's outlets are a veritable storehouse of enticing electronic play things that would make anyone's holiday wish list.

"It's all fun stuff," says Loveena Chera, senior marketing manager with Best Buy Canada Ltd. "Whether you're getting a \$25 dollar gift card that you can use to buy your favourite DVD, or \$100 to buy an MP3 player, or \$1000 dollars to help you get a flat panel TV, the amount doesn't really matter because you'll find what you want, whether you're a seasoned veteran or a young professional."

This holiday season, Best Buy is preparing for an onslaught of the year's must-have toys, including the new Sony PS3 and Nintendo Wii gaming platforms. There will also be the usual selection of DVD releases, laptops, home theatre, and entertainment gifts. Almost everything says Chera has gifting value, ensuring card holders treat themselves to a memorable purchase, which is what a gift card should facilitate. "With a Best Buy gift card," she says, "you have an opportunity to buy something for yourself that is more of a 'want' than a 'need.'"

bestbuy.ca

clientele like the shopping experience, says Chera. Its aisles are wider to make room for baby buggies, customers are encouraged to touch and feel the products and sales staff is non-commissioned, so there's no hard sell. "It's about going into the store and having a very positive experience, which is important in getting a gift card because the gift card says a lot about the (company) giving the card," says Chera.

As well, Best Buy's gift cards come in limitless denominations without an expiry date. They can be used on any items available in the chain's 44 – soon to be 45 – outlets. Discounts for business-to-business card orders of \$20,000 or more are also available.

Sears Canada: An evolving offer

Sears Canada has been in on the gifting game for quite a while, initially offering traditional paper gift certificates and then introducing reusable gift cards in 2002. The rest, as they say, is history.

"As soon as we started offering gift cards, the merchandise certificate sales dropped dramatically as the cards took over," says Linda Douglas, associate manager gift cards at Sears Canada Inc. "It's been up and up ever since. Cash is always good, but it's rather cold. It used to be that the gift card seemed a little cold too... But the attitude toward them has changed and people are more excited about giving and getting them."

The Canadian retailer has seen firsthand the escalation of interest in gift cards in the business-to-business arena, as both an effective incentive tool and a welcome gift



Sears: Customer first

At Sears Canada it's all about the customer, and that extends to its gift card business. Whether offering odd card denominations for those clients interested in cards over the \$500 dollar limit, printing end-recipients' names on the cards, or including a special company letter, Sears is ready to meet the special needs or requests of its card customers. "Our largest denomination is \$500," says Linda Douglas, associate manager gift cards at Sears Canada Inc. "We will add another card at \$45 or \$216 if needed. Taking care of our customer is our number one priority."

The company really shines in its diverse array of shopping options for Canadians coast to coast, making it a particularly attractive option for companies seeking to reward employees throughout the country, or in remote locations. With the Sears catalogue delivered to over 3 million households, online shopping available on their website and well over 300 department, home and dealer stores, and other outlets spread across Canada, gift card holders from Penetanguishene to Whitehorse are guaranteed a robust shopping experience. Plus, product and service selection is extensive – from vacuum cleaners to vacation holidays.

"It doesn't matter if you are in a small rural community, or in an urban center," says Douglas. "The fact that (with a Sears gift card) you can buy anything that we sell – and that's almost everything – and the fact that we are pretty much everywhere – is meaningful."

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Sears[®] Incentives

for individuals. In particular, more companies are catching on to the inherent marketing perks tied to the cards, such as having their logo printed on them.

Sears will include a company logo at no cost for card purchases numbering more than 3,000, and for a small fee for smaller orders. The upside, says Douglas, is obvious: "Every time the employee or client uses the card, they have a reminder of who gave it to them. That's a real bonus for the company."

While Sears Canada's gift card business peaks in the winter holiday period – more than 40 percent of sales take place in November and December – many clients use the card as a year-round incentive tool for their staff.

The programs are clearly working - there have been instances where customers have come into a Sears store with several-thousand dollars loaded onto their cards. "When this happens, it can cause a bit of havoc for the store, but we let them know it's perfectly legitimate. Whatever we have to do to take care of the customer, we say let's do it."

The cards have an ample two-year limit, and Sears out-sources tracking for any cards purchased and activated through its official gift card processing centre. Thanks to the retailer's efficient internal tracking systems, clients are often surprised to learn of rebates on large-volume purchases accumulated throughout the year.

For card recipients, it all adds up to some much appreciated guilt-free shopping at Canada's multi-channel retailing chain. "When they get a gift card as an award or an incentive it helps remove the guilt associated with spending their own money on something special they may not absolutely need – the gift card makes it easier to purchase something they really want," says Douglas.

American Express: Ultimate Choice

Choice and flexibility – longtime hallmarks of the gift card offer – are integral drivers of the booming gift card business. At American Express Incentive Services, choice has been expanded to include just about anything within the American Express network, taking things to a whole new level. The company offers numerous stored-value cards, all in pre-denominated or re-loadable formats, including an Encompass® Card that works virtually anywhere that the American Express® Card is welcome.

Alternatively, there are themed cards like Be My Guest® for restaurant use and a Fill It Up® Card for gas stations. There are also customized cards that can be determined by the client, such as an athletic-themed option for use in sports stores. "We can either give (clients) the world of American Express, or we can be really strategic in creating these themed cards," says Stevi Hanson, vice president Canada, American Express Incentive Services.

Many companies choose the Encompass Card to give the end-recipient the ultimate gift of choice, allowing them to do everything from paying their phone bill to buying groceries. But surveys conducted by American Express Incentive Services bear out the view that memorable purchases generate stronger and longer incentive value.

The company's special Persona® Card aims to deliver this memorability by steering cardholders to stores with enticing products. It can be used in a number of pre-selected mid- to

American Express Incentive Services: Cashing in on Customized Cards

With its special patent on the process to filter cards for use within a select group of merchants, American Express Incentive Services offers the ultimate in customization. This could be anything from a spa card to a sports-themed card, or even a card driving users to companies doing business with the parent firm. The choice is up to the client company.

"You can drive traffic to a particular store so you can make sure you're sending cardholders to your retail partners," explains Stevi Hanson, vice president Canada, American Express Incentive Services. In the case of one telecommunications company, a prepaid card was created directing users to purchase their cell phone parts and accessories at select dealers and distributors.

In order to create deeper gifting value, clients can also choose themes relevant to the likes and dislikes of the recipients. The ability to customize clients' cards designs provides memorable branding opportunities to boost the card's marketing potential. "We like to call it wallet real estate," says Hanson. "Each time the cardholder uses it they are reminded of who gave it to them and they associate the purchase with the branding on the card."

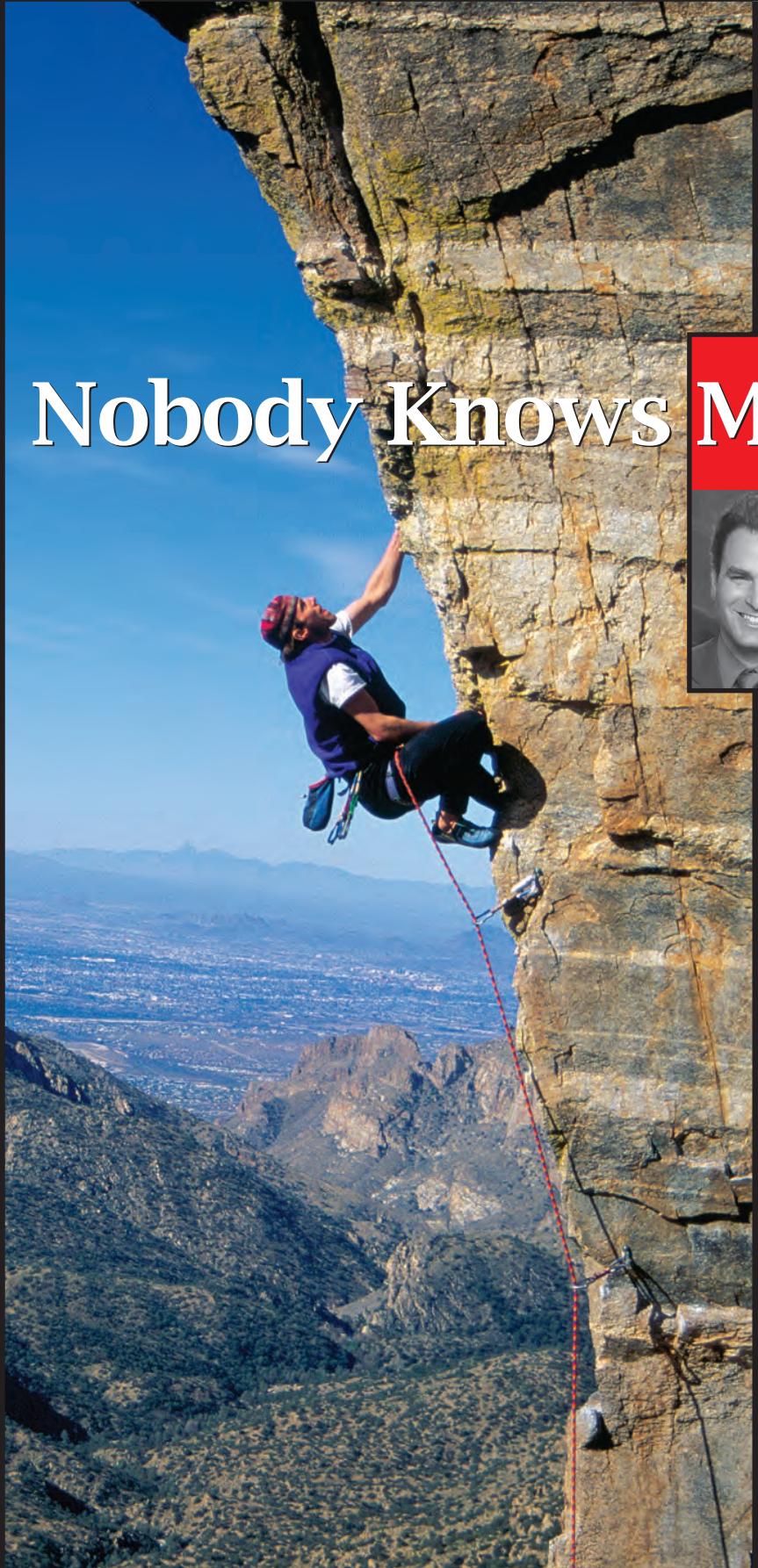
aeis.com/canada



high-end retailers, like Pier 1 and Danier Leather, to ensure end-recipients get both diverse choice and the chance to treat themselves to something special. "(The purchase) has a trophy value," says Hanson. "They'll remember what a fantastic leather jacket they got and every time they wear it they'll remember who they got it from."

WestJet: Gift of Flight

The success of any gift certificate as an incentive tool is hugely dependent on two key factors: partnering suitable purchase options with the right recipient. Luckily for WestJet, travel is right up there on most people's holiday wish lists. "The gift of travel is always something everyone can benefit from," says Sandy Ruel, manager of specialty products at WestJet Airlines. "A lot of businesses these days are giving incentives or gift certificates, so the employees can choose where they want to go and when."



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penny, but how well do
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Sponsored Supplement

Unsurprisingly, the low cost carrier's gift certificate program has been growing in popularity since it was first introduced in 1996, allowing companies to reward employees with credit towards a trip, or even an entire flight, depending on its value. "We can issue (the certificates) from five dollars up to \$50,000 or more, whatever a company wants," says Ruel. "Our denominations are unlimited."



WestJet: Online Convenience

With increased competition in the gift certificate market many companies are simplifying the purchase procedure, making it more expeditious, flexible and convenient for the purchaser. At WestJet, gift certificates can easily be bought over the Internet and are promptly shipped or emailed to either the purchaser or the recipient within a 48-hour period.

Ordering electronically has proved a popular option and now generates the bulk of WestJet's gift card business. "About 70 percent of our gift certificates are bought online," says Sandy Ruel, manager of specialty products at WestJet.

Purchasers can also select one of several different jacket designs for the cards to be placed inside of, reinforcing the certificate's gift value. Personalized messages suitable to the occasion – be it birthday, Christmas, or other holiday greetings – are also available.

Messages can be customized to any request made by the purchaser. "They can say 'thanks for all your hard work' or they can be personalized," says Ruel. "Purchasers tell us what they want on the certificate and then we will upload it."

westjet.com

Giving the much sought-after gift of travel requires some forward planning on the part of the recipient. As a result, WestJet has built wide-ranging flexibility into the card. It can be used to purchase tickets for any of the airline's route bookings, including seat sales; is transferable to other individuals; has a lifespan of two years and can even be purchased online at westjet.com. Even better, when bought online, the purchaser receives AIR MILES® reward miles. "We treat these gift certificates very much like cash," says Ruel. "We would not want to take someone's money and then have it expire."

Grocery chains have purchased the cards for their rewards programs, as have oil and gas businesses. Car dealerships have distributed them as a form of gift certificate with car purchase. However, the biggest spike in sales takes place during the winter holiday period, when corporate clients or consumers look for unique and welcome gifting opportunities to reward their staff and partners.

Indigo: A Gift for Every Taste

At Indigo Books & Music Inc., corporate gifting comes in many forms, including in-store bulk book purchases, traditional gift baskets and novel customization opportunities. But it's the bookseller's

gift cards that still make up the bulk of Indigo's gifting business, generating more than half of its corporate business today.

"Gift cards have caught the retail industry by storm," says Grant Packard, Indigo's vice president loyalty marketing and customer insight. "(They) offer the notion of a personalized gift without the required skill."

Not only does the Indigo gift card allow people to tap into the world of books on just about every subject under the sun, but the chain also sells products like music, movies, home/lifestyle items and even toys. "Our stores offer the gift card recipient a truly personalizable shopping experience - a world of ideas, entertainment and information that will be relevant to just about any individual," says Packard.

The cards are also available in an electronic version that saves the purchasing company on shipping and fulfillment costs. Recipients simply receive a certificate number – online or via e-mail – that allows them to shop on the Indigo website.

Some corporate clients, however, still prefer a more tangible gift offering and opt to come into the store to



pick out books for employees, often on motivational or marketing topics. And for those who want to get even more personal, Indigo will work with companies to add custom elements, such as their logo, providing a great branding opportunity.

Indigo: Bettering the basket and beyond

While gift cards may be all the rage, gift baskets still have a loyal following – as long as the products sitting in the baskets are the right ones. At Indigo, this means baskets filled with everything from books, music and movies, to hip items such as gourmet chocolates, martini tool sets and fleece blankets.

The quality and kinds of food offered in most gift baskets was a point of frustration among business-to-business customers surveyed by the bookseller before launching the baskets on a trial basis last year. "Customers told us they wanted something different from the traditional cheese and crackers basket," says Grant Packard, vice president loyalty marketing and customer insight at Indigo Books & Music Inc. "We are uniquely able to offer a more creative and high-caliber variety of gift basket products."

This upcoming holiday season, Indigo is introducing a new range of pre-themed baskets for book lovers, host and hostess gifts, movie night and avid cooks. Custom baskets are also available upon request.

chapters.indigo.ca

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◀ By James P. Othmer ▶

Would Updike have a MySpace?

Ex-ad guy mashes CPG past and CGM present to make waves in old-school, promo-shy book biz

After spending two-plus decades creating strategic visions for companies like Citibank and AT&T – I thought my brand-shaping days were behind me after I sold my first novel. But, soon after I decided to leave advertising, my publisher sent me an author questionnaire that presented me with an ironic challenge: how to position the brand of me.

Now, to readers of this magazine, this may not sound terribly outrageous. I mean, who hasn't subconsciously and more likely consciously tinkered with their own version of brand me. What you wear, how and when you choose to express yourself in meetings and the type of work you create are all expressions of brand you. In marketing, image cultivation and self-promotion come with the territory.

But in the book world, especially literary fiction, any type of promotion, let alone self-promotion, is a radical and potentially dangerous proposition. Yet...some have done it brilliantly. Mark Twain and Oscar Wilde pulled it off. Even Canadian Stephen Leacock toured aggressively to promote his books and causes. But overall, selling one's art is frowned upon, if not detested. In fact, at this year's BookExpo America in Washington, D.C. literary icon John Updike used his keynote platform not to promote his novel *Terrorist*, because that would be "immodest," but to reminisce about the bookstores of his youth.

Immodest? Easy for a 74-year-old, prize-winning legend who's taught in universities to say. Brand Updike (a phrase that would no doubt gall him) is all set, his backlist poised to sell forever. But what if he were, say, a 45-year-old who finally realized his dream of publication after decades of trying, a man whose biggest literary award was for a telecom commercial?

CORRECTION

In the Biz article "Nestle's innovation renovation," (*strategy*, August 2006), *strategy* mistakenly quoted Nestlé Canada president/CEO Bob Leonidas as saying that Whiskas is a Nestlé product when, in fact, it is an EffeM product. Friskies is one of Nestlé's cat food brands. *Strategy* regrets the error.

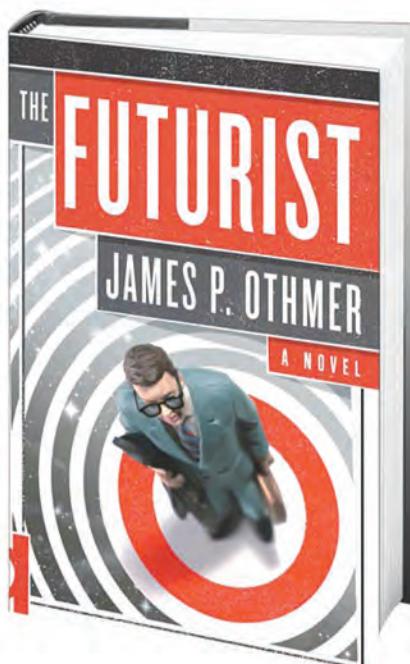
What if he didn't know if he'd ever have another chance at making it? Would Updike have a MySpace page? Would he have his friends shoot a commercial for him on the cheap?

So I did a brief for brand me and my novel *The Futurist*. The mission statement for brand me was to be taken seriously as a writer of satirical literary fiction, to sell a gazillion copies and to get on *The Daily Show with Jon Stewart* without alienating, say, the readers of *The New York Review of Books*. That's all. Next I homed in on the early adapters and big-mouths of the literary reading world, with an ancillary emphasis on the advertising community.

We did the latter because first novelists without a James Frey-like past don't make for the most compelling media stories. So, despite desperately wanting to strut my writerly creds, it was obvious that – more irony – the ex-ad guy wrote a novel angle would eventually get me the most attention beyond reviews. I guess I can always smoke a pipe and wear a tweed jacket for book two.

Next I made sure that my brand had a creation story: the voice for *The Futurist* was ultimately fueled by the experiences I had in advertising, the profession which, ironically, I had accused for years of sapping me of my creative soul. People seemed to like this, and

The mission statement for brand me was to be taken seriously as a writer of satirical literary fiction, to sell a gazillion copies and to get on *The Daily Show with Jon Stewart*



the best part is that it's actually true.

We got the word out to pop culture and literary blogs, the business press. My friends did do that video for me, and more friends helped me build a website. My nieces and nephews did a MySpace page for my protagonist Yates, which has become something of a performance art/bizarre marketing hit.

The hardest part has been trying, sans real media budget, to get people to actually see the above. So far, the best way has been to get good reviews, and to revert to getting out and meeting booksellers face to face, signing copies and doing readings. Whether or not any of this has worked remains to be seen but I'd like to think the effort would have made Twain and Wilde and Leacock proud. By the way, I really liked the Updike book, and said as much in my blog.

James P. Othmer's first novel The Futurist was recently published by Doubleday Canada. Before leaving advertising to write (and promote) fiction full-time, he was an ECD at Y&R New York. He can be reached at jamespothmer.com.



◀ By John Bradley ▶

Balls, bollocks & cocks on the block

I have not, and will not, allow the term *cojones* into my lexicon. The English language is already rich enough to adequately cover the topic of bravery: bollocks (copyright Gordon Ramsay); balls; spunk; and my all-time favourite from Down Under, cocks on the block. But it manifests itself so infrequently in marketing these days that we are in danger of having more descriptors than examples to apply them to.

You will have seen mention earlier (Watercooler Poll pg. 11) of two contenders for the accolade: Shoppers Drug Mart and Kraft. But I think only one earns it.

I am a huge fan of the new-look Shoppers stores, the Optimum program and the adroit use of the Life brand. However, I see little that is "would never have thought of that/done that," but plenty that is well executed common sense. All three elements are tried and tested; it is the bringing together of them with single-minded focus that is driving the business. *Cojones* should not be about taking mindless risk (something agencies might bear in mind when pitching their latest ludicrous ads) but about thoughtful determination. To my mind, the only risk Shoppers ran was in maybe succumbing to the siren-song of their agency and persisting with television.

A temptation that sadly has blunted the potential effectiveness of the Kraft CRM initiative, What's Cooking. I subscribed to this for quite a while; got my weekly e-mail



ads for things like Kraft Zesty Italian Dressing.

And these two problems are not unrelated. With more investment, there would have been the resource and technology to learn from my feedback. I was never asked which of last week's recipes I had used and what did I think of them. Thus there was no opportunity for Kraft to learn and send me recipes more personalized to the Bradleys' esoteric tastes. And no one seemed to care very much when I unsubscribed, despite me having bought more Kraft products in that time than during the last 10 years. But then of course, they wouldn't

arguments about budgets, who's paying for this, what does my brand get out of it, etc, that bedevil all brand organizations whenever a new idea turns up.

In my experience, probably the biggest impediment to radical change in a business is the brand management structure. No surprise really. After all, it was invented for the express purpose of generating a Darwinian battle for resources; not for realigning organizations. And once a brand management structure is in place, the danger is that the rest of the organization thinks that marketing is something the marketing department does rather than something the business does, which makes single-mindedness even harder to achieve.

The bottom line is that marketing-driven companies have the ability to push through and implement radical change; marketing department-driven companies don't. The clock is ticking as much on the traditional brand management model as it is on the big ad agency model.

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.

with recipes allegedly targeted at the Bradley family's preferences; and made about five of them. But I had two problems with the program: firstly, the recipes weren't actually that good; and secondly, I suspected that the program was badly under-funded, as most marketing money was still going into product

have known that, because they never asked.

So why was Shoppers able to be single-minded and Kraft not? Like most retailers, they never got into the habit of having a range of brands, which they would then advertise and build brand management structures around. They would then not have had the

be there.

SEPTEMBER 06 SEPTEMBER 06 SEPTEMBER 06



09/25-26.

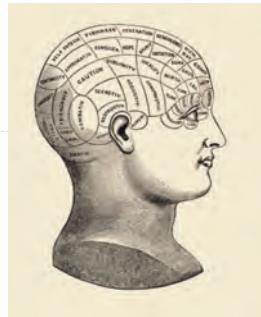
OMMA. The Online Media, Marketing and Advertising Conference and Expo

features such heavyweight speakers as Rishad Tobaccowala, CEO, Denuo, a new unit of Publicis Groupe which is working in new ways to combine technology, marketing, media and creativity. New York Marriott Marquis, NYC. jennifer@mediapost.com. www.mediapost.com/omma.

Strategy takes a special look at the third edition of Ad Week, which is designed to provide a broad-based platform to air the issues and delve into ad and media trends. Last year 50,000 people from 70 countries converged on New York to attend more than 200 events. This year, the hoopla will be held in a variety of venues around NYC from Sept. 25-29. To register, visit www.advertisingweek.com. Below: a few highlights.

Some of the enduring ad icons immortalized on Madison Ave.

Consumer Engagement invites big brains to talk about How to Turn on a Mind



09/28-29.

The Consumer Engagement Conference

The American Association of Advertising Agencies and the Advertising Research Foundation present such speakers as Lisa Baird of the NFL and Mark McLaughlin of Yahoo who will expand on the theme of How to Turn on a Mind, the switch from measuring a mass audience by reach and frequency to getting the right message to the right consumer at the right time in the right way to make them act. Crowne Plaza Times Square, NYC. 212.850.0733. www.aaaa.org.

09/26-30.

Panasonic Ideas for Life Keynote Lecture Series

Keynotes include industry visionaries like Microsoft's Joanne Bradford.

Museum of Television & Radio, NYC. www.advertisingweek.com.

Other notable dates.

09/26. **The 2006 Integrated Marketing Summit** focuses in part on managing your agency mix for effective integrated marketing communications. Speakers for that session include Mark-Hans Richer, marketing director, Pontiac and Michael Murphy, director, category promotions, Pfizer. Presented by The Promotion Marketing Association. McCormick Place South, Chicago. 212.420.1100. www.pmalink.org. • 10/05-06. **Multichannel Merchant Live: San Francisco**. Debra Ellis, founder/president of Wilson & Ellis Consulting, speaks on optimizing the new business model at this Stamford, Conn.-based Prism Business Media event. The Omni, San Francisco. 817.277.7187. www.mcmlive.com. • 10/23-24. **Grocery Innovations Canada 2006**. Presented by the Canadian Federation of Independent Grocers, the event includes a trade show with over 500 exhibits ranging from new grocery products to the latest in store equipment. Meanwhile, the conference looks at Canada's \$70.1 billion grocery industry. Toronto Congress Centre, Toronto. 1.800.661.2344 x 242. www.cfig.ca. • 11/06. **21st Annual London International Awards**. The awards honour preeminent work in advertising, design, and interactive media. Hammersmith Palais, London. (44 20) 8426 1670/718.7476747 (NYC). www.liawards.com. • 11/16. **CASSIES Awards**. The chair of judging for this year's ad effectiveness awards is Stephen Graham, EVP/corporate marketing & convergence officer, Rogers Communications. Westin Harbour Castle Hotel, Toronto. 416. 482.1396 ext 229. www.cassies.ca. 11/17. **The Canadian Marketing Association Awards** honour advertising that gets results. Westin Harbour Castle Hotel, Toronto. 416.644.3763 or 800.267.8805 x224. www.the-cma.org.



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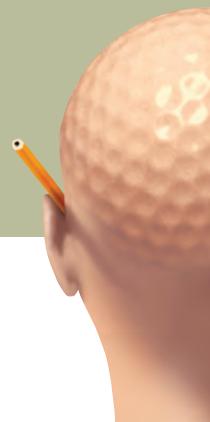


TORONTO STAR



ZOOM MEDIA

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Marketing Staffing



back page.

WHAT THOSE ADVERTISING TERMS REALLY MEAN

By Rob Linden

Last issue, we promoted better inter-agency/client communications by publishing a glossary of what all those marketing terms really mean (with marketerspeak-to-agencylingo translations courtesy of JWT).

This issue we're tackling this glossary project from the other side of the table. Over time, certain phrases used to frame the brilliance of creative concepts have become code for something else, so we've asked a marketer who currently works in brand management at a large CPG manufacturer to define some of those terms agencies float around. Prepare for elucidation courtesy of Rob Linden's real-world dictionary.

REALLY MEAN



This idea is simple ► Just what it says. One. Simple. Thing. Is it easy to digest and unmistakable? Maybe. Did time run out before the presentation and the "creatives" still haven't figured out what the heck they wanna do "creatively," even with all the "creativity-stimulating" afternoon trips to the movies, ventures into the beer fridge and lunch-time foosball tournaments at the agency? Definitely. (I still don't understand why our offices can't look as nice as the agency's.)

We can fix it in post ► Usually uttered by the creative director, writer or account person. This could mean the creative people didn't foresee that the talent had a lazy eye or that the snow-fall effect looks more like dandruff than a blizzard and they'll try to cover their asses with the latest technology and editing tricks (which of course are not within the original budget). OR it could mean the creative team couldn't agree with the photographer/director and are hoping to go behind their backs to get what they originally wanted. Come on kids – let's get on the same page! Didn't we have a pre-pro for a reason?

The image is FPO and the music is just a placeholder ► This is an obvious one. The team has decided to get our hopes up with the latest Moby track or David LaChapelle pic. I know I can't afford either. If I could I would've included it in the brief, in which case the team would've been complaining about being put into a box creatively. This project is just a placeholder until we all become independently wealthy.

Integrated Ideas/Full-Service Agency ► I know you guys are vertically integrated out the wazoo, and that you have offices in all corners of the world, but all I asked for was a statement stuffer. Why on earth did you insist on coming back with a seven-part miniseries, rickshaw advertising and some skywriting?

One-off ► I get it, but I just don't get it. Yeah, it's good creative. And it's for sure the best chance at winning a decent award. Unfortunately, it's got the least chance of winning a CASSIE (or even coming close to the modest 8% market share growth I need to hit in order to get my bonus).

This line works really hard ► Let's call a spade a spade. The team read the brief and liked all but 98% of it. The 2% they did like has been distilled down to a URL. That's it? Six months of research and three weeks of creative development and I get www.ownonetoday.ca? This line works as hard as the focus group member who burped it out six months ago after shotgunning a warm Coke.

The campaign idea has legs ► Translation: Come on baby! Daddy needs a new pair of shoes! Let's see how far we can milk these guys!

It's not about ROI ► I get it. This isn't an investment for the immediate. It's about building the brand for life, and making the target feel good about the product. I'm all for that, but I don't foresee myself working on diet shakes for the next 10 years. Nobody looks that far down the line. Let's just move 8,000 units before next quarter is done and call it a day (and don't forget to stay "on-equity").

We feel really strong about this one ► After all the other buzzwords and clichés have been said, this is the line that brings the meeting to a head. It's because of all these other sayings that the agency feels "really strong about this one."

It's a real catch-22. On one hand you want the agency to present some options, or at the very least, the paths not taken. But this utterance is kinda like when a used car salesman says: "Trust me."

It's the little push that the work didn't need. All things being equal, shouldn't the work and the original presentation speak for which one is strongest?



THE BIGGER PICTURE



Thursday
SEPTEMBER

14

11 a.m.-2 p.m.

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Governor's Room
Exhibition Place

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Don't miss the complimentary cocktail reception starting at 11:00 am.

Keynote speaker is **Paul Lavoie, Chairman, Chief Creative Officer, TAXI Inc.** Mr. Lavoie's reputation has grown from that of an internationally recognized creative director to an innovation mentor in strategy, business development and entertainment. His presentation is titled "Creative: Breaking the Rules".

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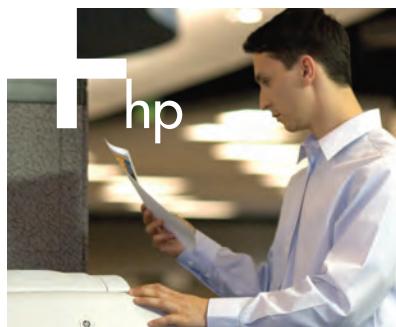
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¹HP ColorSphere toner achieves a 22% wider colour gamut on an HP Color LaserJet 4700 with HP Color Laser Brochure Paper, glossy over HP Color LaserJet 4650. Percentage improvement based on internal testing using a native printer gamut.
²HP ColorSphere toner achieves up to 40% higher gloss using high-gloss mode on an HP Color LaserJet 4700 with HP Laser Glossy Photo and Imaging Paper over HP's award-winning HP Color LaserJet 4650 (Best Network Color Laser of 2004, *PC Magazine*, 12/04). Percentage improvements based on internal testing using Industry Standard 75 degree Gloss Meter.
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