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+ STATE OF ADKIND SURVEY

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ON THE COVER We assembled five of our six Marketer of the Year finalists – the sixth, Carmela Murphy, was unable to fly in from St. John's for the occasion – at Toronto's Nathan Phillips Square during Fashion Week for an exclusive red-carpet shoot helmed by photographer Paul Perrier. Luckily, and characteristically, they kept moving forward rather than back.

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A wish list from adland...

First off, *strategy* congratulates all our Marketers of the Year. They've disrupted category conventions, and found unique ways to convey unusual but genuine positioning, even in troubled sectors. Well played.

Our overall winner is LG's Andrew Barrett, whose frenetic product launch pace would seem to preclude the number of first-ever initiatives he's managed to get off the ground, from downtown golf holes to Fashion Week runway presence. No wonder he garnered the most votes in our poll.

Seeking to shed some light on what's next for the industry, we once again present the rest of the findings from our annual survey (p. 40). And for extra illumination on what's top of mind these days, *strategy* asked some key players to share their holiday wishes.

Some were simple and heartfelt things:

"My wish is for finance departments to stop pitching me TV ads and rechannel their energies into fixing the economic crisis." —**Lawrie Ferguson**, SVP marketing, Coast Capital Savings

"Our Campbell wish is that we all remember those less fortunate than ourselves. With Food Banks Canada still serving over 700,000 Canadians each month, we invite you to join us this holiday season to Help Hunger Disappear." —**Mark Childs**, VP marketing, Campbell Company of Canada

A few were bigger, but seem doable with elbow grease:

"I'm hoping that Canada's media providers will step up with some new, creative ways of reaching consumers, spanning the full complement of media. I want 2009 to be the year that convergence really comes to life!" —**Tim Penner**, president, Procter & Gamble

"I wish RIM would come out with a new device and platforms that would relegate the iPhone to 8-track status, and grow even further their great made-in-Canada success story. I also wish they'd partner with Google in this and hire me to run it. Just another male perfect-threesome fantasy!" —**Geoff Craig**, (former) VP and GM brand building, Unilever Canada

Other wishes, more complex:

"We are in a changing eco-community. It's a food chain that's interconnected with producers, manufacturers, suppliers and consumers. When we spend too much or too little, the community breaks down. The only way to get it back in balance is to spend again." —**Frank Palmer**, chairman and CEO, DDB Canada

"That all the extraordinary people who have the good fortune to practice their craft in Canada, whose eyes shine and hearts beat because they are in the business of creation, can continue in the face of an economic firestorm." —**Tony Chapman**, founder and CEO, Capital C

And a final wish from *strategy*: Waste not, want not. This year Edelman's goodpurpose global study found 70% of Canadians would stay loyal to brands during recession if they supported a good cause. Given that the environment continues to top the list of concerns, we hope that social strategy-related programs survive the economic turmoil, and encourage everyone to take a harder look at eco practices across the industry — like over-packaging!

That said, be assured that anything you send us will not be wasted. Proceeds from a silent auction of all the random loot Brunico's publications amass over the year go to Doctors Without Borders and the Hospital for Sick Children. Happy Holidays, mm

Mary Maddever, exec editor, *strategy*, *Media in Canada* and *stimulant*

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HI-SPEED NEWS



MEETINGS SUCC

BY CAREY TOANE

Sid Lee co-creative director Louis-Thomas Pelletier finally got so fed up with sitting in meetings all day that he decided to do something about it. "I remember when I was a kid, I heard that at McDonald's the chairs were designed so that you wouldn't stay too long. I don't know if it's true, but it struck my imagination," he says.

With the blessing of Sid Lee CCO Philippe Meunier, Pelletier teamed up with industrial designer Gabrielle St. Pierre to create the Slightly Uncomfortable Chair Collection, or SUCC for short. Out of 50-odd ideas came the six chairs – one for each member of Sid Lee's project teams – each with a uniquely uncomfortable attribute such as rocking legs that tip you over or an angled seat that invades your, er, personal space.

The prototypes launched at the SIDIM design fair in Montreal this summer, where they received such positive response (winning the Best Small Stand award) that Sid Lee has reproduced them for public sale. The chairs will be available this winter in the boutique at the Montreal-based agency's Amsterdam office – opened Nov. 20 – for an as-yet-undetermined price. Stops at design fairs



elsewhere in Europe are also in the works.

In the meantime, Pelletier is happy to have a tangible reminder to keep meetings short and sweet. "It's actually in the empty spaces that you do your work," says Pelletier. "If you look at somebody's schedule and it's empty, you think that person is doing nothing. I think it's the opposite."

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pay beauty forward
Back to Dove - Canada

home You have sent 135 e-flowers

Joanne
Your smile makes me smile
from: Kim

pass it on

\$1 will be donated to the Dove Self-Esteem Fund* with every e-flower sent

*up to a maximum total donation of \$25,000

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download the order form here
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win \$500 to pay beauty forward
learn more
rules & regs

what is pay beauty forward?
find out

DOVE GETS DIGITAL

BY EMILY WEXLER

"You're beautiful. Pass it on." That's the kind of message Dove wants women to send with its new Facebook application – one of the first offered on the social network's newly redesigned site.

Sharon MacLeod, brand building director for Dove, says that Facebook was the perfect place to spread the message. "You have all of your friends in one place sharing things they really like, so it seems like an obvious fit," she says. The app, which was launched Nov. 3 and is part of Dove's "Pay Beauty Forward" campaign, allows users to send e-flowers with uplifting messages to their friends, and when they do, a dollar is donated to the Dove Self-Esteem Fund. About 8,000 e-flowers were sent in the first two weeks via the app and the website, paybeautyforward.ca.

Helmed by Capital C, it's one of several new online initiatives through which Dove is taking full advantage of the digital world. Another is the recent relaunch of dove.ca with a new design and a chameleon window treatment. The site, hosted by MSN, is meant to be a one-stop shop for all things Dove, bringing all the campaigns and aspects of the brand together. It also customizes itself to users, changing its windows depending on where they've clicked on past visits.

In October, Dove teamed up with Ogilvy and the Barbarian Group to launch *Waking up Hannah*, an interactive web video that follows a young woman dealing with the highs and lows of a typical day. "The story is relevant for a 20-something woman," says MacLeod. "The digital space is the perfect place to have that conversation with her, because she spends a lot of time online." The site (wakinguphannah.ca), which promotes the Go Fresh line of products, was advertised with a 15-second TV spot and cinema trailer as well as online banner ads and email blasts. Dove already considers it a big success, with about 120,000 hits in the first month.

REEBOK PUTS ON ITS DANCING SHOES

BY RAKSHANDE ITALIA



Quebec-based footwear giant Reebok Canada says that 2009 is the year it enters the lifestyle marketing arena in a “big way.” To connect with its core audience of 18- to 30-year-old disciples of pop culture and urban music, it plans to kick things off at the grassroots promo level, so expect to see Reebok sponsoring dance and lifestyle events on a bigger scale in the new year.

“Dancing and underground dance are coming to the forefront,” says Selma Filali, marketing director of Reebok Canada. “With shows such as *So You Think You Can Dance* and *America’s Best Dance Crew*, dance enthusiasts all over the world are discovering new ways to move and showcase their talent.” On the apparel front, hoodies and trainers as regular daywear – not just for sports – is a trend that continues to grow, especially among the younger set, says Reebok Canada spokesperson Jessica Starkey.

The first of many efforts to portray Reebok as a cool brand began in October, when it sponsored the fourth annual Who’s Hungry Bboy dance competition at La Sala Rossa in Montreal, which was attended by 400 people. Reebok says it will increase its involvement in such competitions in 2009 to gain a greater presence in the underground dance movement and cement the lifestyle association.

The company also sponsored the 10-year anniversary of *Night Life* magazine, a popular Montreal entertainment publication, in October.

This direction is in step with its latest tagline, “Your move,” introduced in late October, which suggests that Reebok celebrates everyone’s individuality, expressed through their clothes or footwear.

The Quebec-initiated grassroots approach will spread across the country next year, and to tie in with brand promotion, Reebok will also unveil a new line of clothing and accessories designed by Rolland Berry, an artist known for bold graphic prints. The company’s line of retro pumps and freestyles, originally launched in 1982 during the height of the aerobic movement, will also be advertised during these events. Campaign creative is helmed in-house, and the efforts will be supported by PR.

CURLING FOR CASH

The Capital One Million Dollar Button contest is giving away big money to a Canadian curling fan. The curl-off coincides with the Capital One Grand Slam of Curling – eight events in which Canada’s top curlers compete for standings and cash (\$170,000 to the top teams).

Fans can enter the contest at capitalone.ca/button before Jan. 5 or at Grand Slam events. A semi-finalist from each event and two online applicants will compete for \$1 million by covering the hole in the button on a



curling sheet.

CBC Sports will follow the contest during its Grand Slam coverage, and the finale will

air Jan. 25 during the BDO Classic Canadian Open in Winnipeg. The contest is being promoted at events with experiential agency Mosaic. Capital One also worked with DDB on ad spots airing during the CBC’s coverage.

“Curling is at the heart of so many communities, and [this] gives us the means to tap into that passion,” says Ian Cunningham, COO of Capital One Canada.

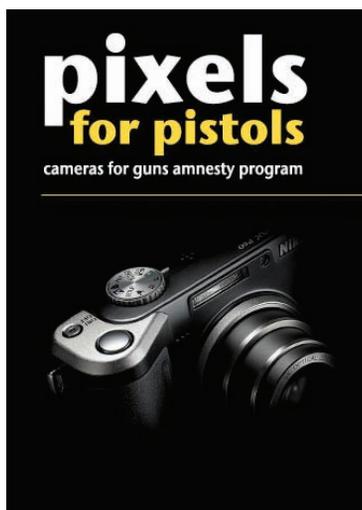
Capital One also offers a Curling MasterCard, which gives points to be redeemed for curling gear. **EW**

“It’s actually in the empty spaces that you do your work”

Brilliant!

HENRY’S GIVES NIKONS & GETS GUNS

BY JONATHAN PAUL



To mark its centennial, Toronto-based Henry’s Cameras decided to give back to the community by teaming up with the Toronto Police Service for the gun amnesty program Pixels for Pistols.

Starting in October, Toronto residents who surrendered operational firearms to the Toronto Police Service received a Henry’s gift card for a Nikon digital camera in addition to photography lessons at Henry’s.

“We tried to think of something that would be beneficial to the community,” explains Max Payne, marketing director for Henry’s Cameras. “This is what we came up with, and it’s been wildly successful.”

The amnesty was promoted on Henry’s website (henrys.com/pixelsforpistols) and at a press conference at Toronto Police HQ. Originally scheduled to run until Nov. 23, it was extended by a week due to the successful results. At press time, 549 firearms, 13,440 rounds of ammunition and 1,170 boxes of ammunition had been turned over to police.

Sgt. Chris Boddy of the Toronto Police Service is pleased with the haul. “People in Toronto are realizing that their homes aren’t the best places to have firearms,” he says. “And there’s an incentive to get value for their property, rather than just giving it away. They are going to walk away with a Nikon digital camera.”

In exchange for an operational handgun, machine gun or assault rifle, Torontonians received a Nikon Coolpix S52, and in exchange for an operational rifle or shotgun, they received a Nikon Coolpix P60.

WATER COOLER

ASKING CANADIANS



It's that time of year again – time for family, gifts, gathering around the fire... and holiday ad bombardment. Over the years we've seen ads ranging from the clever and the tear-inducing to the just plain annoying. We want to know which ad stuck in the heads of Canadians like that fruitcake that no one wants but never seems to go away.

Which of these memorable holiday ads from the past and present deserves a lump of coal?

- Leon's "Ho-ho-hold the payments"** **50.7%**
- Canadian Tire's "Give like Santa, save like Scrooge"** **20.3%**
- Ferrero Rocher's posh pyramids of candy** **16.5%**
- Old Navy's musical numbers** **12.5%**

This poll of 1,000 Canadians was conducted by the AskingCanadians™ online panel from Oct. 31 to Nov. 5, 2008. AskingCanadians™ is owned and operated by Delvinia Data Collection. www.delvinia.com

ROGERS SAYS THANKS

Rogers Communications is regifting its Consumer Appreciation event for a second year. Reaching out to 7.7 million customers across the country with a direct mail piece supported by online and cable promotions, the program drives to rogersthankyou.com, where



people can shake, weigh, peek at and ultimately pick a gift box to claim a prize. "We received a lot of positive feedback, so this year we wanted to build on the first program,"

says Matthew Ariker, VP, customer base management, Rogers Wireless. "We wanted to thank our customers in a tangible way."

Depending on how many of Rogers' wireless and cable services they use during the year, consumers get up to four shots at the grand prize of a Sony package including a Bravia HD LCD TV, home theatre system, hard disk drive camcorder, DVD player and other gadgets worth over \$5,000. With only five such packages available to win, players are more likely to walk away with a movie rental from Rogers Video, a three-month subscription to a Rogers publication or a customized Tego phone skin. This year, consumers also have the option of donating to the United Way/Centraide in lieu of collecting a prize, which Ariker confirms has been a popular option.

Also new this year is the Early Bird draw, in which entrants are eligible to win tickets to an NFL game at the Rogers Centre in December. The campaign, by Publicis Modem, runs till Dec. 14. **CT**

GOOD NEWS FOR NEW BRUNSWICKERS



In an attempt to increase health consciousness in the province, the Government of New Brunswick has launched a campaign called "Good News for a Change."

Highlighting positive stories about healthy living, the bilingual effort, developed and executed by Sackville, N.B.-based agency SGCI, enlists moms to combat the health crisis facing Atlantic Canada.

The campaign, which runs through March, spreads the word on wellness with 10 television spots depicting kid news announcers who break stories like "Boy eats new vegetable and survives."

"We wanted to develop a breaking news spot so people understood that [unhealthy living] is a crisis in New Brunswick," explains Trevor Fury, director of operations at SGCI. "The news is delivered by the kids, but it's targeted to the parents because they're the decision makers."

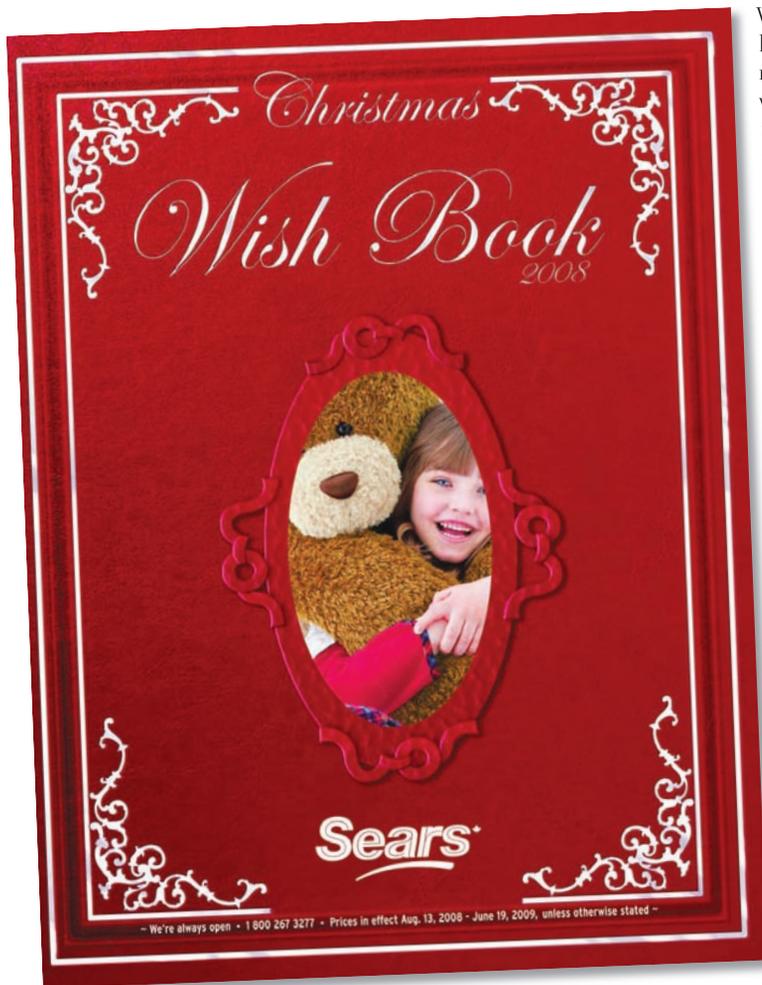
Websites in English (goodnewsforachange.ca) and French (enfindebbonnesnouvelles.ca) let visitors post their healthy-living stories and get tips on wellness. "Good News for a Change" also incorporates "Random Acts of Wellness," an event-marketing portion that SGCI developed with Montreal-based Newad. The guerrilla segment, which runs across the province, involves a tactical squad called "the wellness team" that invites consumers to share stories about their own efforts to stay healthy.

Participants are entered into a contest for a healthy food makeover and \$5,000 worth of McCain foods. The team also hands out bookmarks and electronic calorie-counting skipping ropes. **JP**

HOLIDAY WARS

Amid a cold economy that has consumers keeping a Scrooge-like hold on their purse strings, *strategy* asks Canada's retailers how they're wrangling shoppers this season

BY RAKSHANDE ITALIA



Will Santa bring us all the goodies he brought us last year? Not really – he'll still arrive, just not with an overzealous bag of gifts. But Canadian retailers don't seem to be in a mood to wait for generosity to strike, and, with an aggressiveness not seen in past years, this holiday season they're flexing their marketing muscles to convince Canadian consumers to dig under the mattress and get shopping.

As a wave of uncertainty washes over the Canadian psyche, consumers seem less inclined to spend. The consumer confidence index dipped to its lowest level in 26 years, said the Conference Board of Canada in a survey of 2,000 adults conducted in October. The last time it was this low was the third quarter of 1982, when the Canadian economy was in the midst of a recession.

"There is no doubt that with the economic conditions across the country, sales across Canada this holiday season will be softer than last year. We are still expecting to see growth, but likely in the 2 to 3% range," says Derek Nighbor, SVP national affairs at the Retail Council of Canada, which represents over 40,000 retailers across the country. (Last year retail sales during the holiday season grew 5.5% over 2006's numbers.)

Experts such as Nighbor say Canadians aren't going to shop the same way this season, and retailers will have to understand what makes them tick in order to come up with creative solutions and marketing approaches. "As the economy softens, Canadians tend to be more sales-conscious," says Nighbor. "Also, fewer trips to the stores mean that once they are in the store, you want to maximize your time with them."

The price consumers are willing to pay for gifts this year will play a huge factor, as people are worried about their investments and jobs and will tend to adopt a wait-and-watch attitude that could result in the postponement of discretionary or overindulgent purchases.

"Consumers will ask themselves, 'Do I want that fancy plasma TV, or can I do without it this year?'" says Prasad Rao, business director and partner at Toronto-based Rao, Barrett and Welsh. Rao says that while his agency has not been affected, he has seen some clients' winter budget allocations decrease by 15 to 20%. As well, clients are asking for more return on investment. Reginald McLay, Canadian

There is no doubt that with the economic conditions across the country, **sales across Canada this holiday season will be softer than last year.** We are still expecting to see growth, but likely in the 2 to 3% range

Above: To bolster sales, Sears is linking its *Wish Book* with an online contest

Tire SVP marketing and business development, says the retailer hopes to stretch its dollar so it feels like it's spent \$1.50.

Interestingly, while some marketers were candid about pricing playing a big role in their strategies, others preferred to "offer value." And some manufacturers, such as Toshiba, were even more candid when asked about their price strategy. "Toshiba will not be decreasing the price of its products, as we are as competitive as we can be," maintains Sherry Lyons,

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director, marketing communications at Markham, Ont.-based Toshiba Canada. "The exchange rate has a big impact on our cost structure, and if anything we may need to see a price increase. This will be a challenge, as it is not something retailers or consumers are used to."

Experts say big retailers will emphasize promotional pricing and even adopt the loss-leader strategy. Flyers are also playing a bigger role. And though online sales in Canada are only roughly 2% of overall retail sales, retailers such as Future Shop and Best Buy are leveraging third-party online advertising to drive traffic to their own websites and stores.

"As the same number of retailers chase a few dollars in a recession, competition becomes fiercer," says Robert Daniel, president and managing director of Maritz Research, which conducts an annual holiday shopping survey of 2,000 Canadians (this year's was not complete at press time). Daniel, who advises clients in the U.S. and Canada, says, "Retention is the name of the game, as it is always more expensive to acquire a new customer than to retain an existing one during a recession."

That puts more pressure at store level, as many consumers aren't satisfied with their in-store experiences – especially in the U.S., where the recession has started, says Daniel. A survey done by Maritz in Canada shows that Canadians weren't willing to wait in long check-out lines, and Daniel says that's where a retailer can really make a difference with well-trained staff and payment-processing technology that helps alleviate frustration.

Good rewards programs also go a long way to persuade when the going gets tough. Best Buy launched a loyalty program last year which has swollen to a million consumers, and one of the best things that it provides, says senior communications manager Scott Morris, is preference to its members for the biggest event of the year – Boxing Day.

It's also a good time to play to historical strengths. The Body Shop, which has over 120 shops in Canada and 2,400 boutique outlets in

60 countries, hasn't shaped its strategy for the downturn, but it does have a new tagline this season – "Feel festive, give fair" – reinforcing its commitment to fair trade programs.

"The goal is to communicate to the customer who we really are," says Shelley Simmons, public relations director, Americas, for The Body Shop. "Our loyal customers know what we stand for, but we would like new customers to also understand."

Simmons says people are looking for products that give more than just an immediate benefit. "To buy something where somebody benefits, or you know that the packaging is not going in the trash can, creates a feel-good factor."

Here's what some of Canada's major retailers have planned for the holidays.

FUTURE SHOP DELIVERS TECH EXPERTISE WITH A DIGITAL PUSH

Anita Sehgal, director, customer experience, at Burnaby, B.C.-based Future Shop Canada, says this holiday season the retailer will focus on delivering the message that it has the best prices and the best selection of tech gifts, and

about how serious the relationship must be, based on the size of the iPod purchased. This spot is being rotated with product- and price-focused spots, with one of the characters integrated at the front end of each spot and a donut in the middle to feature weekly offers.

November until Boxing Week is the busiest time of year for Future Shop, with 25 million Canadians coming into its 136 stores in that time.

And spokesperson Susan Kirk reveals that online is also garnering high traffic: "On Boxing Day, futureshop.ca has three million customers shopping, and we estimate that the site receives an average of 300,000 visits daily over the holiday season," she says. As well, the company has over one million subscribers to its weekly e-newsletters.

This year there has been a greater drive to send that message more effectively through online media, says Sehgal, who adds that the company will be "leveraging flash banner advertising on portals and gift guides in order to drive traffic to its website and stores."

Future Shop is also using the website to drive further business. An updated tool on futureshop.ca is an online gift finder called the Gift-o-meter, which, says Kirk, "helps



Future Shop hopes its holiday-themed "Tech Club" ad by Cossette will entice consumers

that its product experts can help consumers sort through it all.

The company's brand ads this holiday build on the creative concept of earlier "Tech Club" campaigns, wherein a group of tech-loving guys create tech heavens in their basements. In the new seasonal version, "The One," one goes to the store to find the perfect gift for his girlfriend, and receives guidance from a product expert on an iPod Touch. The guys are impressed, and good-natured ribbing ensues

customers navigate the right gift idea for all types of people: tech-shy, tech-flirt, tech-savvy and tech-wild." Customers can move a slider to the appropriate place based on the receiver's level of tech knowledge, and a list of gift suggestions is provided. If the consumer clicks on a specific gift, it will show the product details as well as customer ratings.

To generate more buzz this year, the retailer is introducing a user-generated video contest called "Wish your way to 10K," in which



Above: Best Buy continues its "Gift Reaction" spots by Zig; Below: Sears pushes an aggressive price drop

consumers can upload a video of their holiday wish list for a chance to win a \$10,000 Future Shop gift card, says Kirk.

And Sehgal says it is also using more social media. The official Facebook fan page provides information on events, promotions, contests and specials, and hosts how-to videos submitted by customers to help others with their technology challenges.

BEST BUY OWNS 'BEST' AND PLAYS THE LOYALTY CARD

Burnaby, B.C.-based Best Buy Canada (which also owns Future Shop) will focus on the basics this season. "Our customers are looking for a stress-free environment because of our blue shirts [non-commissioned associates]," says Loveena Chera, director of marketing, Best Buy Canada. "We really focus on this whole no-pressure environment, and our customers respond."

Chera says the company will focus on the shopping experience while delivering the hottest deals, and will communicate that to consumers every week through integrated campaigns – including online, TV and radio pushes. As well, its lowest price guarantee will be emphasized. "We are not in panic mode or being super-reactionary, and will focus on those core ideas."

Since November, weekly flyers have showcased gifts such as Blu-ray DVDs, digital photo frames and GPS systems. The company is also venturing into advertising on its own website as well as third-party sites like sympatico.msn.ca and yahoo.ca and online networks like Olive Network to get the word out about promotions.

This year the tagline is "The best gifts get the best reaction" – a concept conceived back in 2006 which revolves around shopping for great reactions from those on your gift list.

"The idea is playing on the notion of the 'best gift,' and seeing that our name is Best Buy, we can own that," says Chera, hoping that the emphasis on "best" will help Best Buy break through the clutter and increase brand recall for consumers, even as they are bombarded with similar messages in the marketplace.

An online campaign also focuses on the gift reaction, similar to the TV and print ad creative, and weekly promotional offers around electronics or entertainment gifts will be flashed on the website.

Best Buy will also emphasize great deals for its loyalty program members (about one million) at its Reward Zone. Scott Morris says the perks include dibs on the best deals and preference for some Boxing Day items.

In 2009, Best Buy will take advantage of an opportunity in the cellular space with the launch of smaller 1,800-sq.-ft. Best Buy Mobile stores in shopping malls in the Toronto area – Vaughan Mills, Square One and Fairview Mall. They will sell mobile plans, accessories, digital picture frames and GPS navigational tools.

Morris says the company also hopes to gain a bigger share of the \$2.5-billion gaming business in Canada. "We have about 33% of the overall consumer electronics market between our two brands, Future Shop and Best Buy," he points out.

And it's continuing to expand. With 53 stores in Canada as of October, Best Buy added virtually one store every week in November in places such as Nanaimo, B.C., Hamilton

SEARS UPS THE ANTE WITH A PRICE DROP PUSH

and Belleville, Ont., Rosemère, Que., and Southeast Edmonton and Grand Prairie, Alta. Sears Canada does not mince words in this economic climate. "We will not wait for the economy to take its course, but will enable Canadians to stretch their budgets during these uncertain times," says spokesperson Vincent Power. This holiday, the company is pushing an aggressive budget relief price drop to get more consumers through its doors.

Every week, Sears will drop prices on products and categories, and the offers can be combined with other savings programs, such as Scratch & Save events or Super Saturdays. "We will be more aggressive than we might have been in past years," says Power, who adds that the company began the effort as it saw consumer confidence dipping in the fall.

The promotional program is being splashed across the four million flyers the company delivers weekly, and will also apply to online consumers, who get additional deals. Sears' online business has experienced double-digit growth in the past two years, says Power, who adds that research suggests customers "who shop the most with Sears are also the ones who use its multi-channels to make their shopping decisions." The aggressive message is also being conveyed to thousands of shoppers via newsletters – and Sears' newsletter base has grown 400% in the past two years.

To increase sales through its Christmas *Wish Book* (almost four million were printed this year), and to promote catalogue sales, Sears added a contest at sears.ca. Consumers guess the exact number of times Sears' Christmas



mascot – the Snowball – appears in the *Wish Book* to vie for a \$10,000 prize.

Sears is sticking to last year's holiday ads, "Hugs and Wishes," a feel-good campaign about getting big hugs in return for gifts.

Power says the budget relief price drop program could continue for 2009 if consumer confidence is still down substantially. "We are

not going to wait for the good times to come back, but will engage with the consumer in slower times," he adds.

CANADIAN TIRE COMBATS SCROOGE IMPULSES WITH SANTA NOSTALGIA

Toronto-based retailer Canadian Tire's marketing team is gearing up for the largest, most extensive and aggressive Christmas program in its 86-year history.



"We've looked at our product mix and our ad campaigns, and we're going to have great pricing and value – and it will be our strongest program ever," says Reginald McLay, who has been with the company for over 17 years.

The value proposition is going to be driven harder this year, partly due to the economic climate, he says, and pricing is one of those elements. The retailer is featuring promotional deals, offering products at a range of price points and coming up with innovative high-end products in its four core areas – living, driving, fixing and playing.

McLay says the brand has connected with the consumer at both an emotional and a rational level, in large part due to its new marketing strategy, which increased the nostalgic quotient. The new ad campaign by Taxi, "For Days like Today," for instance, showcases six vignettes depicting Canadian life (such as boys playing street hockey from morning to night), subtly conveying the retailer's product range. And as McLay explains, "It can work when the stock market plunges 800 points, or we can adapt it to Christmas, when it's days of gifting or staying with family."

Over the holidays, 17 separate creative treatments – a mix of brand ads, product ads and testimonials from consumers – are hitting primetime TV and drive-time radio. Transit shelters and cinema preview trailers are also being explored.

The retailer is also using e-flyers, which have an increased readership of 65% YTD, as well as traditional flyers (about 11.5 million weekly) to drive traffic into stores. The flyers were revamped to match the TV campaign, with the tagline conveying the appropriate mood, such as "For days of gifting" for its new line of gifts for the holidays.

Looking ahead, the company is exploring new places it has not traditionally ventured, with smaller stores (14,000 to 18,000 sq. ft.) in tiny towns such as Deer Lake, Nfld., Hearst, Ont. and Athabasca, Alta. As well, it's opening Smart Stores in Nepean and Welland, Ont., this year.

McLay says these next-generation stores sport a new exterior look and a more attractive layout, and showcase their strengths in the automotive and tool business, while a big sports and recreational section will reflect category authority. The retailer is also adding, for the first time, a small ready-to-serve food section to drive traffic to the stores.

And what does he see for 2009? "If you can let me know what the Canadian dollar's going

with a campaign designed to go against the conventional "surprising your loved ones with a gift" messaging.

The 30-second TV spots called "Spoil the Surprise" explore the notion of telling loved ones in advance exactly what they are getting. "We all have the experience of getting gifts that are not exactly suited for us, but when times are more challenging – and it's going to be a tougher year for all consumers – it's even more important to make sure our dollars are spent in the most beneficial way," says Sherry Lyons.

Starting in mid-November, two commercials created by Zig hit primetime TV. One of the ads, explains Zig's creative director Kevin Lynch, opens with a voiceover: "This laptop is for Geoff Berg of Mississauga." Immediately, arrows and spotlights point to several wrapped presents, one of which keeps beeping. "It's a Toshiba laptop, it's a Toshiba laptop." Product features then unfold, and the tagline points consumers to spoilthesurprise.ca to learn more.



Opposite: Canadian Tire hits holiday emotions; Above: Toshiba intentionally spoils the surprise

to be, I might be able to tell you," he jokes. Then he adds, more seriously: "We, like most retailers, have to be positioned for flexibility and are cautiously optimistic in the future."

TOSHIBA INTERRUPTS THE HOLIDAY HUBBUB WITH UNCONVENTIONAL ANTICS

Toshiba Canada, which usually adopts a serious brand image befitting a maker of laptops and TVs, is set to "make people smile" and break through the clutter of holiday ads

Also, by driving to the website, Toshiba wants to educate consumers on the wide range of options within the TV and laptop product lines, says Lyons.

To attract gaming enthusiasts, the company is also on Facebook, and this holiday season Toshiba is increasing its presence in malls.

Lynch says the unconventional approach is needed, especially for high-end gifts. "Every marketer is gunning for the same dollars, and you have many sales messages which are similar – 'We have the perfect gift for everyone on your list.'" ■

STIMULANT
presents

SHIFT

DISTURBERS

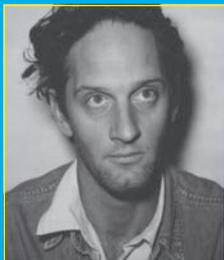
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EXPIRES DEC. 12

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5 Visionaries Leading the Creative Revolution

Creativity has no borders. No boundaries. In fact, the next great ad idea is as likely to come from a consumer as a creative director. And the next great ad idea is likely not an ad. With so many creative possibilities, no one can keep on top of everything. Or to put it another way: You don't know what you don't know.

FIRST
SPEAKER



To play in this space, Stimulant is bringing five radical thinkers to Toronto to participate in the ultimate game of pass-it-on – speaker number 1 interviews speaker number 2, 2 moves on to 3, and so on and so on. Though they toil in different mediums, these global Shift Disturbers all have one thing in common: They're *uncommon*. See, learn, inhale through a stimulating conversation on the New Advertising.

Erik Kessels *KesselsKramer, Amsterdam*

Ad iconoclast Erik Kessels is one of the true originals in the creative world. In addition to off-the-wall campaigns for the Hans Brinker Budget Hotel and the Ben telephone company, he's also done traditional (but no less stunning) work for Nike, Diesel, Heineken, MTV Japan, and many, many other top brands.

Erik's range is virtually unmatched. KesselsKramer has produced several books of found photography and a series of short films for children. And for the 2002 World Cup of soccer, Erik arranged a match between two of the world's lowest-ranked teams – Bhutan and Montserrat – and made a documentary about it. Recently, the agency opened a space in London, which is typically offbeat – a combination gallery, office, retail location. Thirty minutes with a true Shift Disturber.

Advisory Panel

CHAIR



Steve Mykolyn
ECD
TAXI



Judy John
Managing Partner
& Chief Creative Officer
Leo Burnett



Glen Hunt
Creative Catalyst
Dentsu Canada



Martin Shewchuk
EVP & ECD
JWT



Andrew Simon
SVP & Creative Director
DDB Canada



Christina Yu
VP Creative Director
Lowe Roche

To register, contact Sharlene Wilder at swilder@brunico.com; 416.408.2300 x313.
For sponsorship opps, contact Laas Turnbull: laas@strategy.brunico.com; 416.408.2300 x484.

www.stimulantonline.ca/shiftdisturbers



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As five major Ontario grocery brands hop onto the Metro banner train, Serge Boulanger makes sure the ride is a smooth one.

BY EMILY WEXLER

ALL ABOARD!

Bio

Born: Quebec City, Que., Feb. 6, 1966

Attended: Université de Sherbrooke

Family: Married with a daughter (15), a son (9) and no pets

Hobby: Golf

Career: Began as a CA with KPMG but switched to marketing in 1991. Worked for Group Everest Agency in Montreal and the San Francisco Group, where he spearheaded the “magalogue” *Les Ailes de la Mode*, which reached the same number of subscribers as *Elle Quebec* within 18 months. Joined Metro in 1996 as marketing manager for the Metro banner in Quebec. After several promotions, he became VP in 2001. In 2004 he was also given the Super C banner and in 2008, responsibility for the Ontario market.

Serge Boulanger doesn't sound tired, but he probably should be. He flew into Montreal the night before on a 6 p.m. flight from Toronto (that didn't actually take off until 7:20 p.m.), just as he did the week before, and every week for the past eight months. “Travelling is not easy, but it's part of the game,” he says.

As VP marketing for Metro Inc., Boulanger is leading a massive rebranding that will see all Dominion, A&P, The Barn, Loeb and Ultra supermarkets in Ontario converted into Metro stores in the next year. But splitting his time 60/40 between Ontario and Quebec doesn't seem to take away his focus. “It's a big opportunity to relaunch a brand in the biggest market in Canada,” he says.

In 2005, Montreal-based Metro bought all shares of The Great Atlantic & Pacific Company of Canada (A&P Canada) for \$1.7 billion. Metro now owns the five major A&P brands, as well as the discount chain Food Basics, on top of its Quebec stores – Metro, Super C, Marché Richelieu and several other chains.

After purchasing the Ontario stores, Metro, which worked with Cossette in Montreal, met with the Toronto branch of the agency to

determine its next move and how open people would be to the Metro brand. They conducted research through Cossette's strategic group, Nucleus. “It wasn't just among consumers, it was among employees, among the financial community,” says Brett Marchand, EVP at

If your nearest grocery store is doing the job and offering what you need, **why would you go to another?**

Cossette Toronto, “It was a pretty thorough and open look at what was the right branding strategy for the Ontario market.”

“People knew Dominion and A&P were grocers, but they didn't understand the difference between those stores and the other grocers in Ontario,” Boulanger explains. “So for us it was quite the opportunity to introduce a new name and to explain how

who.



Print ads depict store employees “babying” food

this new store is different than the rest of the offers in the market.”

The company decided to consolidate the five major Ontario brands under the same banner. Boulanger was already heading up marketing for Metro and Super C in Quebec, and now he would take on the Ontario market.

The decision to rebrand the stores was a practical one. “There’s some synergy managing just one brand instead of four or five,” Boulanger explains. “It’s cost effective, for sure, not just on the marketing side, but also on the operational side.”

In total, 158 stores will be rebranded across Ontario. Dominion, Ultra and The Barn stores are set to be transformed by Dec. 5, before the Christmas rush begins. Loeb stores will be converted in the spring, and the remaining A&Ps will be rebranded throughout '09, finishing in November. The relaunches began on Sept. 26 with the first six stores.

Uniting the different store banners in Ontario meant eliminating choice between brands, but Boulanger says that wasn't a concern. “Our research shows very clearly that consumers are more location-loyal than

brand-loyal,” he explains. “If your nearest grocery store is doing the job and offering you what you need, why would you go to another?”

When it came to the name, “Metro” was the clear winner. It tested well among consumers, who saw it as fresh, modern and urban. It also provided an obvious link to the stores in Quebec and made sense for those who live in border cities, like Ottawa and Gatineau. “A lot of people have already been in a Metro store in Quebec, so they know a little bit about the store,” says Boulanger. “They probably already had a good experience.”

KEEP WALKING
JOHNNIE WALKER



GUINNESS

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The name isn't the only thing changing. A \$200-million investment has been made with about \$180 million of that earmarked for improvements inside the stores. Some will receive big renos costing \$2 to \$3 million each, while others will undergo minor cosmetic changes, but all will be retouched in some way. The new décor will better facilitate a variety of changes to products and services, including improvements to the five key differentiators – home meal replacement (sushi, pizza, sandwiches, etc.), bakery, meat, floral and private brands (Irresistible and Selection will replace Master's Choice and Equality, respectively). The other \$20 million goes to marketing, internal communications, training employees, uniforms and other details.

Introducing the Metro name to Ontario gave Boulanger the chance to restructure his marketing team and bring the Ontario and Quebec sides of the business together. While the size of the team has remained the same (30 in Montreal, 20 in Toronto), the arrangement of the department and the responsibilities of some members have changed.

"My view is to manage a national team," he says. "We're going to continue to manage regional items for Quebec and Ontario, but we have a lot of things related to both markets."

To gauge the Ontario market, they set up a test store in Whitby in February, followed by stores in Collingwood, Picton and Gananoque in June, and discovered that there wasn't much difference between Ontario consumers and Quebec Metro shoppers.

"Consumers are looking for the same thing. They are looking for value and they're looking for a good experience in-store," Boulanger explains. He notes that they're also looking for new meals and new experiences, but at the same time they still require the foods they're familiar with, which can vary significantly. "We have to look store by store at the ethnic population to make sure we are carrying the right offer for them."

Getting Ontarians familiar with the Metro name would take a rigorous ad push. Boulanger and his team worked with Cossette to come up with the tagline "Food at its best."

"We wanted to include the word 'food,' because not everyone knows Metro is a food retailer," explains Boulanger. "It's clear, it's short, it says how the Metro banner wants to support the consumer." Their second tagline, the play-on-words "a store is born," illustrates that they want to be "the star of the industry."

Print ads feature store employees caring for food as they would for babies. It was important to Boulanger to highlight store workers because sometimes, "the only link or relation that the customer has to the



store is the cashier, the bagger or maybe the butcher, so we have to make sure those guys are with us." At launch, a wrap featuring real employees was included with the regular store flyer.

To target Toronto commuters, two GO train cars on the Lakeshore line were wrapped in Metro branding, and the OOH splash continued on bus shelters and billboards. Direct mail offering bonus air miles was sent to homes in the areas surrounding the stores.

For the launches, street squads – complete with shopping carts turned into baby carriages – gave out samples of products and booklets of offers. To push the openings, ads were placed in the *Toronto Star* and the *Globe and Mail*. Metro partnered with Citytv's *Breakfast Television* for its Thanksgiving food drive, and the company sponsors the "celebrations" segment of the show. CHFI also did remotes at store level, encouraging consumers to come to openings. And at the end of October, Metro ads in the form of wall projections appeared on the sides of buildings across the GTA.

While no specific sales numbers are available yet, Boulanger estimates that the new stores' sales have been slightly higher than those that have yet to change over. "We're not losing any customers because the offer is there," he says.

But the company didn't just have to get the word out to the public; they also had to get their employees on board. "We did a good communications campaign, because some of them have been working for Dominion,

for example, for 40 years," says Boulanger. "When you're saying to a guy, 'We're changing the name of your store within a couple of weeks, and you're going to be a Metro manager instead of a Dominion manager,' [they'd ask], 'Why? How are we going to be supported?'"

On Sept. 14, Metro held a two-day conference in Toronto with all the Ontario store managers. They are also holding meetings a couple of weeks before the switch in each store to explain what's happening, why they're doing it and what kind of marketing will support it. Boulanger says that employee reaction has been positive so far: "We look at every comment that every employee is making to make sure that we're going to serve our customers in the best way."

When you're relaunching as many as 10 stores a week, a clear view of the overall marketing strategy is critical. But the biggest challenge, according to Boulanger, has been taking care of so many little details in such a short time – from the logos on the grocery bags to the "thank-you" stickers on the pop bottles to the store screen savers.

Pulling all of this off is no small feat, but Boulanger keeps his eye on the bigger picture. "He uses his gut and he's decisive," says Marchand. "He has a vision for the Metro brand from a marketing standpoint beyond just the Ontario market, which is important because they are building a national brand now." ■

SEVEN QUESTIONS

Favourite meal?

Sushi.

Favourite section of the grocery store?

The coffee aisle.

Favourite place in the world?

Paris.

Most important lesson you've learned?

You have to continuously raise the bar.

One thing you've never done that you'd like to do?

Touring the world – I love travelling.

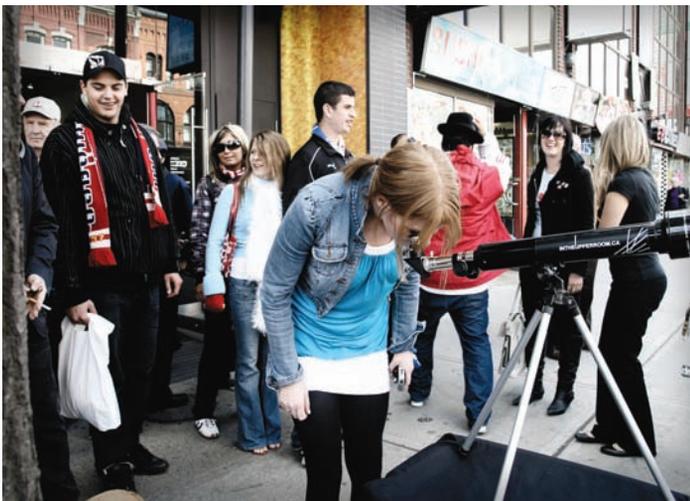
If you had a superpower, what would it be?

Slowing time.

How do you define happiness?

A good meal with my family.

OUTSTANDING NEW CAMPAIGNS



BY JONATHAN PAUL

THE NATIONAL BALLET DOES A SIX-STEP

The National Ballet of Canada thought differently about how to promote its productions in order to get consumers to think differently about ballet. It asked five agencies and students from OCAD's advertising program to each develop a campaign for one of six ballets for the 2008/2009 season. The goal is to attract younger audiences and sell more single tickets rather than subscriptions.

Two campaigns ran in November. A guerrilla effort by Leo Burnett to promote *In the Upper Room* in Toronto's Queen West neighbourhood featured chalk art, ballet shoe hangings, big red doors against buildings and its own "upper room," with a telescope for people to have a peek. And intheupperroom.ca allowed consumers to buy tickets and learn about the ballet.

To promote *The Seagull*, OCAD advertising students distributed over 5,000 origami seagulls throughout Toronto. Once unfolded, the paper birds revealed a flyer with instructions to text "seagull" to a long code with their mobile devices for a chance to win tickets to the ballet, as well as directions on how to refold the flyer.

Both campaigns were strongly influenced by elements in the ballets. "One of the interesting learnings from the process has been how the different ideas have given us more insight into how we could bring the ballet to different audiences and spark more attention," says David Saffer, National Ballet of Canada board member and president of the Saffer Group.

Campaigns from GJP, John St., Smith Roberts and the George Partnership will roll out in March and June for four other ballets, with two campaigns each month.

advertiser: **The National Ballet of Canada**
agency: **Leo Burnett**
CCO: **Judy John**
CD: **Israel Diaz**
copywriter: **Elle Bullen**
AD: **Angie Bird**
interactive: **Chris Gardiner**
account director: **Allison Cohen**

planner: **Steve Meraska**
media agency: **SMG**
media planner: **Kym Wyatt**
agency: **OCAD**
OCADvertising student team:
Hannah Smit, Sam Archibald,
Olivia Chow, Julia Dickinson





STELLA ARTOIS' CRAFTY CHRISTMAS

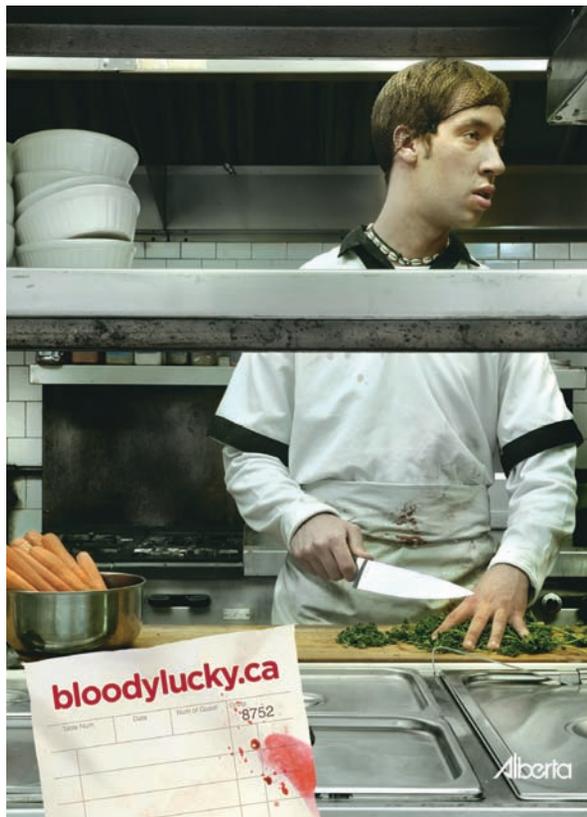
Stella Artois is helping beer drinkers cut out their own small piece of Christmas. As part of a campaign by Toronto-based Lowe Roche, in collaboration with London-based Lowe Worldwide, consumers can go to a Christmas-ized stellartaois.com and download printable paper ornaments to decorate their homes.

The microsite houses a video featuring a craftsman putting the finishing touches on a paper dove. In grand storybook tradition, it comes alive after he retires for the night and delivers a paper star to a pint of Stella sitting amid a magical paper town, punctuated by the campaign tagline, "Originally crafted for Christmas." A modified version of the spot will air on television in the U.S.

The effort plays off Stella's heritage as a Christmas beer (the name Stella refers to the Christmas star). It draws from paper-fashioned imagery introduced through an OOH campaign that ran in the U.K. in the summer, reinforcing Stella's identity as a meticulously crafted brew. "The paper ornament idea lends itself to Christmas, so it became the perfect fit," explains Christina Yu, VP/CD at Lowe Roche.

In the spirit of holiday fellowship, microsite visitors can send friends customized invitations, delivered by the paper dove, to gather over a pint of Stella at a favourite pub. "Our idea is to bring people together to celebrate the season," says Yu. Stella's Christmas campaign, Lowe Roche's last effort on its behalf after Lowe Worldwide retired the account in August, will run until the end of January.

advertiser: **Stella Artois**
 agency: **Lowe Roche, Lowe Worldwide**
 worldwide CD: **Matthew Bull**
 CD: **Christina Yu**
 ADs: **Christina Yu, Patrick Shing**
 copywriters: **Joseph Bonnici, Rob Sturch**
 business management: **Anna Crabtree, Oliver Clark**
 producer: **Dan Heighs**
 digital production director: **Trisha Quenneville**
 directors: **Eben Mears, Marco Spier, Psyop**
 prodcos: **Stink, Psyop**



WORK SAFE ALBERTA BRINGS THE PAIN

Nothing screams on-the-job safety awareness like a skin-peeling chemical burn. That's one of the scenarios portrayed in a series of visceral viral executions for Work Safe Alberta (Alberta Employment and Immigration) running across the province into December that aim to make young people savvy about job safety.

The shocking vids are part of a social media campaign with the slogan "Some days are bloodier than others," created by Edmonton-based Red The Agency, targeting teens aged 15 to 19 about to enter the workforce.

Though it's similar to a Workplace Safety and Insurance Board (WSIB) campaign launched in Ontario last year, Work Safe Alberta's effort was actually in development in 2007 and meant to launch last September.

"All of our learning had come directly from the discussions and testing we did with members of the target audience," explains Randy Cronin, partner/director of strategy and research at Red The Agency.

Red developed six videos now on YouTube (youtube.com/user/BloodyLuckyAlberta). They are hard to watch, because of the ghastly nature of the workers' encounters with a forklift at a lumber yard, a shaky ladder at a shoe store, a meat slicer at a deli, a deep fryer at a café and a knife at a restaurant...just use your imagination.

"We're dealing with an audience that's inundated with advertising and information," says Cronin. "Ultimately it comes down to disturbing them to break through their cynicism about workplace safety."

Cinema ads, interior transit, transit shelters, restobar/workplace posters and web banner ads work with the videos to drive traffic to bloodylucky.ca, which has the look of a kitschy theatre with a Muzak-esque soundtrack. "There's an undercurrent of humour that lulls the viewer into expecting something different, and that contributes to the build-up to the actual seriousness of the scenario," says Cronin.

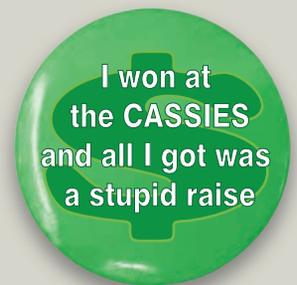
advertiser: **Alberta Employment and Immigration**
 agency: **Red The Agency**
 CD: **Lori Billey**
 AD: **Dennis Lenarduzzi**
 copywriter: **Ryan Kelly**

account strategist: **Randy Cronin**
 production artist: **Dale Spychka**
 prodcos: **White Iron**
 director: **Jamie Way**
 media planner: **Mediactive**

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CANON LEVERAGES LAVIGNE

BY JONATHAN PAUL

Canon Canada set out to entice the tech-savvy 16- to 35-year-old demographic, particularly women, into the expanding digital imaging fold by teaming up with Canadian recording artist Avril Lavigne. The singer, a self-proclaimed photography fan, stars in two TV spots promoting Canon's Rebel Digital SLR camera and Elph point-and-shoot camera, and will soon be promoting the full range of products from Canon's consumer imaging line. "She's an artist, she's creative and unique," explains Justin Lam, director of marketing, consumer imaging group, Canon Canada. "What we're trying to do is cut through the noise, and her music does that." The campaign also rolled out a microsite, shootlikeastar.ca, where fans can upload and customize their pics with items featured in the commercials (including pink tiaras, feathery boas and balloons), enter a contest to win an Elph or Rebel SLR and share their pics with friends via social networking venues like Facebook, Delicious and Digg. Canon also implemented a product integration initiative with *So You Think You Can Dance Canada*, which entails host Leah Miller throwing to photos of the week that the dancers have taken with their Canon Elphs. The Elph is mentioned throughout the show, and the two TV spots air during breaks. We asked **Frank Palmer**, chairman and CEO of Vancouver-based DDB Canada, and **Chris Pastirik**, VP/senior strategist at Nucleus, a division of Cossette, to tell us whether or not Canon is singing the right tune with this celebrityized endeavour.



OVERALL STRATEGY

Palmer: Canon might have made one of the best choices using a celebrity as their spokesperson. There's little doubt she's the right person to talk to the younger demographics that are digitally savvy. The POS works seamlessly with the online execution and television commercials. The social marketing tie-in is a fantastic way to share the photo contest with friends. The television ads will appeal to 12- to 35-year-olds, but I'm not sure it will meet their target demo of moms and daughters.



Pastirik: Overall, I like the strategy. The idea is that Canon cameras are more than a stylish way to take pictures, they are a way to express the creative side of your personality. I imagine this is relevant to a teen target. "My Elph My Way" recognizes that the creative side of individuals is as individual as their personality. I buy that.



SPOKESPERSON

Palmer: Avril is a great choice. Since she is a photo enthusiast and has a loyal fan base, she will definitely have a following with the younger target group. However, the consumer may be more interested in the advertising than in purchasing the product.

Pastirik: Avril Lavigne follows several other "rebels" in supporting the Canon Rebel camera, including tennis bad boy Andre Agassi. I have to believe Avril has lost some of her cachet with teens, who are likely catching on to the fact that she is a manufactured rebel, not a real one.

TV

Palmer: Both commercials were very well produced. They utilized Avril in action, capturing her charisma and moves and keeping her brand intact. Well done.

Pastirik: The Digital Rebel spot is too heavy-handed. I half believe that the agency simply asked Avril to read the brief while holding the product and then set it to her music. The Powershot spot lets our teen girl do a bit of dot-connecting to get there, and is much better for it. It doesn't tell her what to think, and might end up being listened to.

SO YOU THINK YOU CAN DANCE CANADA INTEGRATION

Palmer: The tie-in with the TV show and host Leah Miller is very smart. They will benefit because of the show's popularity and younger contestants vying to win. Utilizing them to take photos of the week that are shown on screen is more campaign "candy magic."

Pastirik: The dancers, much like Lavigne, are expressing another side of their creativity through photography. Cut to a commercial break featuring, you guessed it, Avril and her Canon. Nice work, media folk.

MICROSITE

Palmer: Simple, smart and serendipitous. The microsite should be a big hit with all those who want to have fun dressing up in a fantasy or movie set atmosphere. Two thumbs up.

Pastirik: Shootlikeastar.ca does a nice job of pulling the program together. It's a good creative outlet for teens. Beyond that, the site is pretty basic. Very little motion except for the TV spots. I would question whether the site can engage attention-challenged teens for any significant period of time.

The creds

Canon Canada

Justin Lam, director of marketing, consumer imaging group

Ad agency – Brainstorm Group

Dorothy McMillan, CD; Daryl Klein, AD; Brian Flay, CW; Margaret Callaghan, producer; Marc Klasfeld, director

Media agency – MediaCom/Media Buying Services

Sunith Lobo, group account director; Georgia Godinho, broadcast supervisor

BUSES SPORT GPS-ABLE ADS

BY JONATHAN PAUL



Do buses dream of GPS-able ad messages? Philip K. Dick, the author of *Do Androids Dream of Electric Sheep?*, wrote of futures rife with pervasive advertising that is constantly changing to suit situational factors. Thanks to N.Y.C.-based OOH media supplier Titan Worldwide, his visions are closer to becoming reality...at least in New York and Chicago.

Titan has employed one bus in each of the two largest American markets to test state-of-the-art LED bus-side signs that use a GPS tracking system, enabling advertising to change based on location and time. The possibilities are endless.

"Our software is flexible enough to be able to really divide a city," says David Etherington, SVP marketing, Titan Worldwide. "If you imagine Manhattan, you could divide it up by block, and we would plug a change into the system so whenever the bus moved from one part of the grid to another, the creative would change."

The signs are full-motion video-capable, but the creative used in the tests, by clients like Coca-Cola, Dunkin' Donuts and Oreo, most resembles something between a TV commercial and static banner ad – enough movement to attract attention, but not so much that pedestrians can't see it.

Ads run on a 36-second content loop of six rotations at six seconds each. Though the eyeballs seeing the signs are difficult to quantify, "there's no doubt these signs will reach millions of people," says Etherington.

Pending approval by New York's Metropolitan Transit Authority – the Chicago Transit Authority has given the green light – Titan plans to roll out GPS-ready signage in both markets starting next year. It hopes to eventually extend the program to other major American markets. Unfortunately, Titan has no plans yet to extend the program to Canada. www.titanoutdoor.com ■

MANO E MOBILE

With the implementation of Canada's Do Not Call List, marketers are looking for different ways of speaking to consumers *mano e mano*, without getting under their skin. The new version of Vancouver-based QuickMobile's contextual mobile marketing platform will help.

Version 2.0 enables the creation of permission-based campaigns that send timely and relevant messages to match consumers' needs. "What QuickMobile is doing is giving control back to the end user," says Vasudha Goel, director of marketing for QuickMobile.

The new version builds on its predecessor with improved security and double opt-in services. Consumers can control the kind of information received on their mobile device and when they receive it. "Our objective is to treat the end user with the intelligence and respect they deserve when it comes to marketing and being marketed to," explains Goel.

There's also mobile polling and mobile results. Survey answers via SMS are displayed on a web-based dashboard, while mobile results allows for campaign assessment and optimization to improve ROI.

QuickMobile client Banff Lake Louise Tourism is using version 2.0 in a campaign to promote Winterfest. Its website encourages visitors to sign up to receive notice of events and promotions, and a text is sent to confirm registration. They are then prompted to text in a keyword to confirm their wish to receive customized promotional information.

Expect to pay from \$2,000 to \$10,000 per month, depending on the scope and scale of a given project. www.quickmobile.com **JP**

56.7

BY MIKE FARRELL

This is the percentage of Canadians aged 14 to 34 that provided topbox agreement to the statement: "It doesn't matter whether I watch it on TV, at the movie theatre, on my computer or on my mobile phone – it just matters that I like the content."

This is, of course, the future of our mediasphere, a changing landscape where the consumers are often the creators and broadcasters of the content, which they expect to access just about anywhere.

And this attitude can be expected to expand. Positive response to this statement is driven significantly by the youngest Canadians (students aged 14 to 18) at 65%. This represents a 20% increase over those aged 19 to 34 and helps identify a generationally growing trend.

As well, fully 77% of 14- to 34-year-olds in Canada listen to music on their computer, while 40% watch DVDs on a desktop or laptop and 31% "use their computer as a home entertainment centre."

The transfer to mobile devices, rightly heralded by telcos, cell phone manufacturers and app developers as the "next frontier" of content, is also showing strong corroborative evidence, with a quarter of teen and young adult cell phone users including "browsing" and "playing downloadable games" as features they employ on their roving squawk boxes.

Still, this mobile transfer is not as developed as one might think. When asked what cell phone feature is used "most," it is still texting that wins the day at 58%, with only a tiny fraction saying "browsing" or "downloadable games" (at 1% and 2% respectively).

Hear that? That's the sound of younger mobile users cautiously considering expanded access. Mobile content is becoming a pillar of mass communication, but how quickly it's happening is still up in the air.

This "statsthought" was gleaned from Ping, Youthography's quarterly national study of Canadians aged 9 to 34. It was culled from a winter 2007 survey of 1,560 14- to 34-year-olds, regionally represented. Mike Farrell (partner, chief strategic officer) can be reached at mike@youthography.com.

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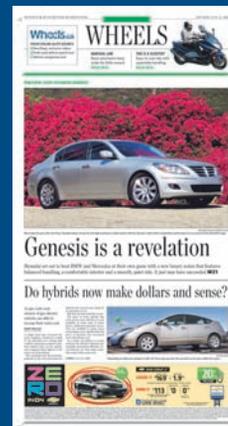
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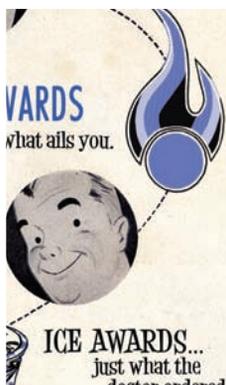
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STATE OF THE MARKETING NATION

BY MARY DICKIE

Welcome to *strategy's* fifth annual Canadian marketing industry checkup. Read on to see what issues are most pressing and how brands, departments and budgets are faring, based on our 2008 survey. And check out who the industry thinks did a stand-out job this year.

Our Marketer of the Year finalists (above) were selected for their category-changing efforts and impact. They tackled challenges including a volatile economy, highly competitive categories, consumer obliviousness and minimal marketing budgets, and turned things around for their brands, creating awareness, engagement and impressive results.

To establish our shortlist, we invited nominations, polled industry observers, mulled over the results and argued among ourselves. Then we included the top six names in our industry survey and asked Canadian marketers to cast their votes. Turn the page to read profiles of our overall winner and the top marketers of '08.

Then, starting on p. 44, find out what Canada's marketing execs think about the changing media mix, how hard they work, how much they get paid and what they're worrying about. The answers might surprise you...

that sets them apart" – that has since been adopted as the global brand mantra in the form of "the perfect harmony of style and technology." And in January, Barrett received an LG Person of the Year award.

"I was honoured to have been chosen, and I took it as a validation that what we were doing was right," he says. "So as we stepped into things like the fashion program and some of the bolder marketing programs we did this year, I could do that with confidence [because] the company thinks we're doing the right thing. It validated everything that Canada's doing."

To say that Barrett doesn't rest on his laurels might imply that he sits down at all. Since the start of the year, he has launched 12 phone models (including the Touch series) and a high-end range of HDTVs. He's signed sponsorship deals with the Canadian National Snowboard team, the RBC Canadian Open, skins champ Stephen Ames, the last remaining Montreal Nascar event and the Ottawa Senators. He announced 2007 earnings of \$1 billion, and made a \$100,000 donation to Fashion Cares. He's also taken on management of the 12-person mobile communications team, which handles all mobile phone sales.

Barrett has a reputation for fast campaign turnaround, often moving from vision to execution in weeks. "A lot of that is my personal style, which is why I'm so suited to the role I'm in now, because our corporation is also in a situation where we're willing to make those quick decisions," he says. "I don't have to get approval. There's not a long bureaucratic process; there aren't an immense number of stakeholders that have to get engaged."

Over his career at P&G, Pillsbury and Molson – he joined LG two years ago from JWT, where he spent three years as chief integration officer – Barrett has gleaned valuable skills that have influenced his leadership style. When he joined Pillsbury in 1996, the company was in what Barrett terms "a desperate turnaround phase. We had to take the business from losing a ton of money to making a ton of money in a very short period of time." Then-president Brian

Mirsky took a fast, decisive approach that has stuck with Barrett ever since. "It was much more entrepreneurial, roll up your shirt sleeves, sell the furniture if you had to, to hit the numbers." And he still works that way: "There's no reason to procrastinate," he says. "The right, smart people will make the right decisions 80% of the time, and that's good enough when you're trying to move your business nimbly."

Another secret to Barrett's success is his lean marketing team, which he supplements with a small army of agencies – including AORs Y&R, High Road Communications, Publicis Modern and XMC – to handle implementation. It's an approach he learned from another former boss. "[Then-CEO] Dan O'Neill did something quite bold at Molson," Barrett recalls. "He said, 'I'm not going to burden you with huge staff and resources, because I want you to use 90% of your time being a brilliant marketer, not an administrator. We're going to put large agency teams around you, so you can think in a big way and quickly get to decisive action.'"

After swelling from nine to 16 in two years, LG's marketing team has seen just one new addition in the past six months: senior marketing director Graham Robertson, who is leading marketing for consumer electronics, digital appliances, IT (notebooks) and commercial products and has taken management responsibility for over half the marketing staff. He enjoys the same autonomy that Barrett has from Cho.

The hire was a response to the "capacity restriction" of Barrett's hands-on leadership style. "I only have so many hours in the day, and so much driving I can do from the seat that I'm in," he says. "Now, as we get busier, my responsibilities expand quite dramatically; it's harder to drive it from here. We've got to drive it from within, and that takes time."

The success of the past few years has also identified some best practices, which has freed up time for planning. "We didn't do a lot of marketing planning at LG when I began; we went campaign by campaign,



Above: A model shows off designer duds at an LG-sponsored event
Below left: The LG Reveal was launched during Fashion Week

16 weeks [at a time]," Barrett says. "We are now getting to the point where [we can] actually do proper marketing planning and write annual plans and align [marketing activities]. That helps, because I can give the guidance and input early and let people loose to fulfill that through the year, vs. every 16 weeks saying, 'Now what?'"

As the broad range of sponsorships suggests, LG is not putting all its poodles in the same couture purse. "Style is more than fashion, and I've got to try to hit them all," he says. "There's another whole group of people [for whom] golf is a sport that exudes style. And snowboarding – an awful lot of what my kids define as their personal style is born out of the half-pipe. And in hockey, the premier sport of Canadians, the Ottawa Senators have been seen as one of the top image brands, so they've got a style and a success level [that is] another way for us to attach."

Barrett is never one to shy away from sharing numbers – describing the \$2 million spent on fashion programs and the \$1-billion sales target reached earlier this year – and the fruits of his labours can be felt at retail as well.

"We appreciate the fact that manufacturers such as LG are taking a stance that's more than just simple features, it's more about how the product fits into the customer's taste and lifestyle," says Eric Park, director of merchandising at Burnaby, B.C.-based Future Shop. "The good thing about LG is that their style and fashion permeate through all their categories. Whether it's cell phones, TVs, appliances, laptops or monitors, they are a very fashionable brand. So Mr. Barrett's choice to support fashion makes sense."







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THE PLOT THICKENER

LISA CHARTERS • RANDOM HOUSE OF CANADA

Book publishing is not the first industry you'd think of as forward-thinking in terms of technology; in fact, most of its marketing is positively old-school. That's why the achievements of Lisa Charters are all the more impressive.

Charters – recently promoted to SVP director digital from VP director online sales and marketing for Toronto-based Random House of Canada – jumped into the online space early, and has never looked back. In 1995, when she was working for the Canadian Book Publishers Association, amazon.com was launched, and Charters knew what she wanted to do.

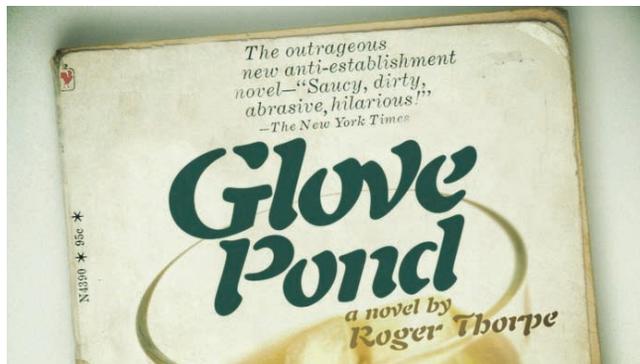
"That was the beginning of the real Internet for consumers, and it was all

In 1999, Charters began developing innovative, low-cost ways for Random House to connect with readers and get feedback from them. Her team has driven the creation of randomhouse.ca, which receives over 100,000 visitors a month, bookclubs.ca, mysterybooks.ca and booklounge.ca, a club for avid readers that has more than 10,000 members and a YouTube channel featuring author interviews.

Charters and her team produce 15 newsletters for a combined subscription base of 30,000, and work with sites like the *Globe and Mail*, *Chatelaine*, Indigo and sympatico.msn.ca. And they've used social media, blogs and even OOH screens in Toronto subway stations to promote books.



- Marketing team size:** 8
- Years at Random House:** 10
- First job in marketing:** Oxford University Press
- Professional highlight of the past year:** Getting our e-books program started
- Marketing style:** Basics balanced with experimentation



Random House used short films to promote books on subway station screens

about books," she says. "I decided to help publishers be part of the online world. I could see the opportunities online marketing was going to offer. We have so many products, and the ability to search and read about them online was so exciting."

Charters quickly grasped the fact that although reading is a solitary exercise, book lovers are community-oriented, and their reading groups translate beautifully into online networks.

"The number-one way people decide what to read is word-of-mouth recommendation," she says. "The early amazon.com had book reviews from consumers, and I could see how powerful and helpful they could be. And that was the thinking behind almost everything we do online."

"They don't have huge budgets, so Lisa has had to be resourceful," says Adam Froman, president and CEO of Delvinia Interactive, Random House's digital agency. "She was an early user of Google adwords, and when Facebook came along she understood its way of behavioural targeting and engaging audiences online. She's always sought knowledge from other sources and applied it to the book industry. And she's passionate about new technology. She's always been an early adopter in an industry where you wouldn't think there'd be early adopters."

Charters points to Facebook flyers as an effective tool for promoting events. "One of the key ingredients in our marketing campaigns is author events," she says,

"and we've used a lot of online vehicles to get people out to them. Before the Internet, that would have cost a lot. But with Facebook we can run an ad the day before targeted to, say, women in Winnipeg with books in their profile, and translate that into ticket sales instantly. It's one of the clear ways we can see the return on investment, and I love it."

And the community building continues. "The future is about very specific social networks, like knitters or people with deaf children," says Charters. "One of our focuses is to build and work with those communities. We're starting to use Ning software, which lets you set up your own mini social networks. We're doing one for a book about baby boomers taking care of their aging parents, and hoping it will be a resource for information."

Charters also tapped Delvinia to create an online panel, which provides Random House with valuable consumer research.

"Lisa wanted a feedback mechanism," says Froman. "So when people join the book lounge, we can opt them in to this online panel. She's very disciplined in asking questions and disseminating the knowledge. Historically, Random House would never have direct contact with the reader. Now they've got an e-commerce site, but also a direct relationship with consumers. So she's been a real innovator; she's revolutionizing how a publisher can gain insight about its audience." **MD**

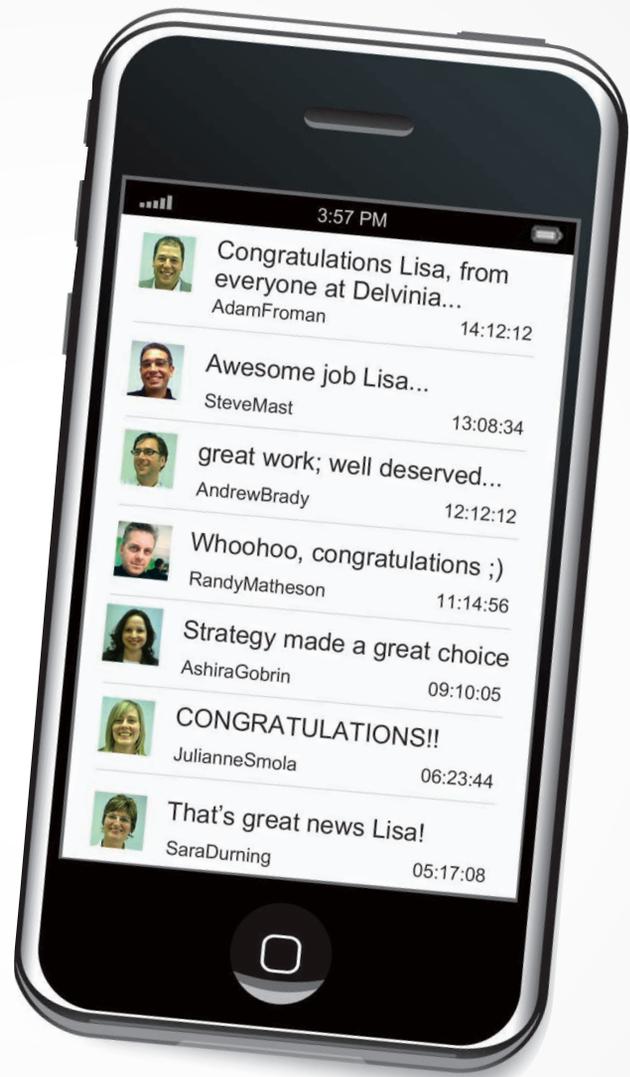
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THE CHANGE PROVOKER

DON DURST • SUBARU CANADA

When Don Durst joined Subaru Canada four years ago as SVP sales and marketing, the Mississauga-based auto co did not stand out from the pack. Its overall share-of-voice in the category was only about 1%, consumers were unfamiliar with its products and it was importing advertising from the U.S. Something needed to be done to get Subaru into the consciousness of Canadian consumers, and Durst, who had 34 years of experience in the auto industry – 10 on the financial side at American Motors and 24 in marketing at VW/Audi/Porsche – turned out to be the guy for the job.

"It was a wonderful company, and the cars were better than their sales

wanted people to talk about it and look at it differently, so he instigated finding out what the hurdles were to getting people to consider Subaru for the first time."

"The craziest thing we found was that, even though Subaru had been in Canada for 30 years, people didn't know it was a Japanese car," says Durst. "When we told them, their attitude towards the vehicle skyrocketed. So we needed to get that message out, but you can't just put a Japanese flag in a commercial. We had to plant that seed without upsetting anybody."

The team came up with a theme called "Japanese Plus." As Durst explains, "I came from a European brand known for driveability, and Japanese brands are known for reliability.

Marketing team size: 4

Years at Subaru: 4

First job in marketing: GM at Porsche Canada

Professional highlight of the past year: Reaching an all-time yearly sales record

Marketing style: Breakthrough, humorous, on-the-edge. If you're not pushing it, you're not going to get noticed



would suggest," he recalls. "So I saw an opportunity to make a mark."

In late 2006, Durst, president/CEO Katsuhiko Yokoyama, VP marketing and product planning Ted Lalka and advertising director Geoff Craig determined that Subaru Canada needed to hire the right agency partner – ultimately, Vancouver-based DDB Canada – and develop its own marketing.

"Taking control of our destiny was crucial," Durst says. "It was sad relying on a U.S. strategy that didn't fit in this marketplace."

The team then organized focus groups across the country. "Don's been inspirational in provoking change," says Mike Davidson, VP business unit director at DDB Canada. "Subaru is a conservative company, and it doesn't have a boastful culture. Don

But the thing about Subaru is that they're a blast to drive. And that's where we came up with this best-of-both-worlds thing: reliability without sacrificing driveability."

In August 2007, Subaru launched the Impreza as "the Japanese car the Germans wish they'd made." The campaign, targeting young drivers, included TV spots showing tearful German engineers and the microsite imprezaenvy.com, as well as banners, social media, print, OOH and direct mail. It helped create the most successful Impreza launch in the world, propelling Subaru Canada to 22% growth during the campaign.

Then the team turned to the Forester, which had been in decline for years. For the 2009 launch, they needed something eye-catching to go up against Toyota and



Honda in the small SUV category. The answer, naturally, was sexy sumo wrestlers.

"Subaru's reputation was for great cars that were kind of boxy," explains Durst. "But the new Forester is also great-looking. So that's where the idea of using 'sexy' came about, and employing the sumos with the tagline 'Japanese SUVs just got a little sexier.' And that's when Mr. Yokoyama got brave. Because in Japan sumos are revered, like hockey heroes here. He had to sell his Japanese colleagues on it."

The campaign – which included print, TV, radio and online – was a smash, helping shatter sales records for both Forester and the overall Subaru brand (up 23% in May-July over the previous year's results), and push Subaru's share of the small Japanese SUV market up five percentage points to 12% from May to July. Meanwhile, the 60-second "Car Wash" video went viral, garnering more than 700,000 views and coverage in the *New York Times*.

Just as the campaign launched, Durst handed principal marketing responsibility over to Lalka and became SVP sales and after sales, but he remains part of the core team.

"Don was instrumental," says Davidson. "One of his strengths is to not just accept the status quo, but push for bigger ideas and better work. And he's helped transform that organization from people who make great cars to people who are also great marketers." **MD**

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THE IN-CROWD PLEASER

JENNIFER ERRICO • VESPA

The best part of Jennifer Errico's day is going to work – at least when the weather's nice. The marketing manager at Canadian Scooter Corp. was a Vespa owner long before she joined Vespa's distribution company in 2006.

"I drive the Vespa S. Before that I had an LX and an ET," says Errico, who, along with PR director Sue Kuruville, handles Vespa marketing and communications at CSC, which employs fewer than 20 people. Errico directs the brand marketing – corporate partnerships and cross-promotions, retail and dealership marketing support, CRM and creative advertising. But when she talks about the products, she sounds more like a fan.

Marketing team size: 2

Years at job: 2

First job in marketing:

Brand analyst, Canadian Tire

Professional highlight

of the past year: Vespa S

"Squareheads" campaign: the coolest thing I had seen in a long time

Marketing style:

Understanding what I need to do and doing it



"Until you're on one, you do not understand this overwhelming freedom that comes over you," she says. "It's one of the best feelings I've ever had."

Last spring, Errico built a campaign around the Vespa S in which street artist Fauxreel's life-sized paper cutouts of hipsters, using the bike's square headlight and mirrors for heads, were pasted up in trendy neighbourhoods.

Connecting to the savvy, cynical Vespa target is tricky, but the Squareheads campaign, created by Vespa AOR Dentsu Canada, earned over 1 million media

impressions and love from mainstream media and bloggers – and boosted Vespa sales by 25% over last year.

"With this target, it's intuitive and about gut," says Glen Hunt, creative catalyst at Dentsu in Toronto. "Jennifer and Sue are in tune with who the target is, where to find them and what's hot out there right now."

"They added to the streetscape, let's put it that way," says Mike Farrell, chief strategic officer at Youthography in Toronto. "Nobody had any problems with it being a branded piece, because it had intrigue, relevance and realistic, resonant context. It was obviously executed by somebody that 'gets it.'"

The Squareheads campaign is a perfect example of the mileage Errico gets out of small budgets by eschewing mass advertising for less traditional tactics. Another is Dentsu's viral video spot "Vespa – Built for Love," in which a guy tries and fails to jump his Vespa à la Evel Knievel and ends up riding off with a pretty girl instead. It spawned numerous YouTube responses, as well as kudos from P&G president and CEO A.J. Lafley, who picked it as his favourite spot of the year.

"We have to do more with less, and because of that we're able to really use creative juices," says Errico. "We feel that grassroots and guerrilla marketing are most effective. That said, there's always going to be an in-store component. It's important to have awareness, but we need that to translate into sales as well."

CSC manages three Vespa lifestyle boutiques in Toronto, and works with its 62 dealers across Canada – up from around 20 in the past two-and-a-half years – to open similar stores in Montreal, Vancouver and Edmonton. Errico spearheaded a customer follow-up program, launched in May, to keep in touch with owners via maintenance reminders and information



on new models. "We're the leader in the category, so I felt it was time to translate that into everything we do," she explains. "The [program] allows us to be connected to our customers, improve the customer experience and build brand loyalty."

Errico worked with Toronto-based Ariad Custom Communications on the CRM program, as well as on building Squadra, an online community for owners and fans, with plans to include video uploading and best-route searches when the snow melts next spring.

"So much of this is just a lifestyle," says Errico. "So anything to get people linked up to do cross country rides, for example, we just want to be a part of it."

For Errico, who came to Vespa after six years at Canadian Tire, working at a small company has advantages. "I get excitement out of having a great idea and being able to run with it," she says. "We're all running around with fires lit under us, because there are so few of us and so much to get done."

Errico is making use of the winter lull to review the year and plan for a new model coming next spring.

"We're always trying to balance how we can attract new people to the brand without alienating existing fans," she says. "It's important to remember that there are a lot of Vespa lovers out there, and whatever we do has to capture the essence of what Vespa is." **CT**



THE ROCK SELLER

CARMELA MURPHY • NEWFOUNDLAND AND LABRADOR TOURISM

(“brought to you by Newfoundland and Labrador, where there is no smog”), a superboard created by a painter suspended above Toronto’s Gardiner Expressway and a taxi offering free air-conditioned rides, plus info about the province, to sweaty Torontonians.

“The billboard with the clothesline was cute, and it’s become a metaphor for what fresh air is,” says Murphy, who spent 10 years creating economic development programs before starting at her current position nine years ago. “We’ve attracted great attention. People write in and say, ‘I saw that billboard, I can’t wait to get there.’ We’ve never had a campaign that’s received response on its own merit.”

It also helped increase non-resident visits by 15% over five years, and visits to newfoundlandandlabrador.com by 20% over last year. Targeted to Central Canada,

Murphy says the “fresh air taxi” stunt was successful because it incorporated another of Newfoundland and Labrador’s selling points: its friendly people.

“We struck gold when we hired the driver, a girl from Newfoundland living in Toronto,” she says. “I think a lot of the media interest came about because she was such a great interview. We’re advertising the people, the culture and the natural environment, but the people are key, and if you’ve ever been here, you know what I mean.”

The campaign’s next phase includes three new TV spots set to debut this winter, and lots more web advertising.

“I think we’ve struck a good balance on that,” Murphy says. “The online part is important from a trip planning and closing-the-sale point of view, but you still need traditional media to create desire. We look at TV as the key inspiration

The challenge for Carmela Murphy and her team at Newfoundland and Labrador Tourism was daunting: Target consumers in Central Canada, blast their preconceived notions about the province, put it in their minds as a tourism destination and then get them on the plane.

“We knew we had to take a new approach to our branding and talk about what we’re selling here,” says Murphy, director of tourism marketing at the St. John’s-based government agency. “Because we’re not selling Disneyland. We’re off the beaten track at the far east of the Western world, and it’s expensive to get here.”

Keeping in mind the insight that people don’t buy a trip so much as an experience, Murphy, advertising and communications manager Andrea Peddle and advertising specialist Brett Thornhill brainstormed perceptions of the province in their search for something that would have emotional resonance for consumers. Since weather kept coming up, they decided to focus on what was positive about it – clean, fresh, smog-free air.

And from there, with the help of St. John’s-based Target Marketing & Communication, a strategy developed around the image of a clothesline flapping in the breeze. Besides billboards, print ads and TV spots showing a woman hanging up washing as children frolicked, related executions have included sponsorship of air quality reports in Ottawa and Toronto



it was covered by media across Canada, the U.S. and Mexico, and won the marketer of the year award from the National Tourism Industry of Canada and best public sector website from the Canadian e-Tourism Council.

“It takes a brave client to allow a clothesline to be a metaphor for an entire province,” says Noel O’Dea, president and director of strategic and creative planning for Target. “Carmela has the passion of a patriot and a heart as big as the world. She has no time for pretension, and all the time in the world for honesty, raw creativity and results in the marketplace.”

component; that’s where we’re putting a lot of our eggs, in the little vignettes that show something special about this place.”

Murphy also plans to venture deeper into social media. “There are ways to push stories online, and we can take advantage of that,” she says. “We think we’ve got good equity in fresh air, so we’re going to continue with that.

“We’ve got huge challenges in this industry right now, and the dollar is not our friend, but interest has remained high. We’re not losing market share, and many are. So we’re trying to keep on message and think about the long-term.” **MD**

Marketing team size: 18
Years at Newfoundland and Labrador Tourism: 9
First job in marketing: This one
Marketing style: Passionate, inventive and a little quirky – true to who we are

BY EMILY WEXLER

THE OFF-ROADER

JOHN CAPPELLA • BMW CANADA

If you're going to make a claim to John Cappella, you'd better have the facts to back it up. "He never takes an answer for granted," says Joe Lawrence, sales director at BMW Canada. "There's a lot of conventional thinking in the auto industry, and John tries to attack that and put some logic behind what he's doing."

Cappella's thoughtful nature has led him to take an integrated approach and explore uncharted territory in an effort to maintain BMW as the number one luxury automotive brand in Canada – as well as improve sales despite a tough economy and even tougher competition.

Cappella has been working for BMW since he graduated from York's Schulich

Team Size: 6 when he was brand communications manager, 7 as regional communications manager, central region

Years at BMW: 9

Professional highlight: Building a strong team, both internally and among our agencies

Marketing style: Bold, calculated and concise



School of Business in 1999. Last January, he left the position of brand communications manager to become regional manager, central region, overseeing sales and marketing for Ontario, but not before leaving his mark on the national level.

In his former role, Cappella began work on a major campaign for the 1 Series that integrated BMW's drive events with social media via Facebook. Last March, BMW created the microsite Intensity.ca to target a new, younger demographic. Visitors could download a widget to their Facebook page and their friends could vote for them to win a test drive of the car on a closed course. They could also post links about the 1 Series and get points for the most popular links. "It really became a great community site for the 1 Series," Cappella says.

Dave Stubbs, partner at Teehan+Lax, the Toronto-based agency that worked with BMW on the campaign, credits Cappella for taking the plunge into the social scene: "He created a great environment for fresh thinking to come to the table, rather than guiding it himself with his own preconceived ideas."

The 1 Series launch wasn't the first time BMW explored new territory online. In efforts to build the brand around its three sports pillars – golfsport, yachtsport and motorsport – BMW teamed up with TSN to air the America's Cup sailing regatta online, bringing it to Canadian audiences for the first time last June. The result was about 100,000 live and on-demand streams on

TSN and BMW website players.

Beyond exploring new online dialogue, BMW started a conversation with women when Cappella and his team realized they were missing out on half the

population. To promote BMW's xDrive All-Wheel-Drive, the 2007 campaign focused on performance aspects. "We really improved awareness of xDrive," he says, "but the improvement was on the male side, and we were missing out on females."

To target women, the new execution in winter 2008 highlighted safety with an ad featuring a pregnant woman getting to the hospital in a BMW. As a result of these campaigns, the sales model mix shifted to 50% xDrive product in 2007 and 2008.

Cappella also led the development of new customer relationship marketing with an "Anticipation Package," introduced last January. Research revealed that a great time to reach out to consumers was just after they ordered their vehicles, so the package contains a DVD highlighting



technology, design and brand history, as well as an accessories configurator. His team also improved the BMW Welcome Package, integrating it with the BMW magazine and customizing it for the consumer.

"One of my objectives was total integration across all the mediums," Cappella says. To achieve this, the agency relationship had to be maximized. "I've always viewed our agencies as an extension of our marketing department," he says. "I've tried to involve them as much as possible with our strategic development."

Paul Curtin, group account director at Cundari, BMW's AOR, says that Cappella's partnership approach has helped drive success: "He knows that people succeed best when they work together."

In his new role, Cappella is responsible for marketing, sales and after-sales for new and pre-owned vehicles within Ontario. And while his objectives are different, he says that his experiences have given him a broader perspective. "I have a deeper understanding of marketing because I've dealt with the top of the funnel and the bottom of the funnel," he says.

Lawrence, who had worked with Cappella on the national side, hand-picked him for his current role despite his lack of direct field experience. "I was confident in his management abilities and in his critical thinking," he says. "I just thought he was perfectly suited to be 'Mr. BMW.'"



CONGRATULATIONS TO DON DURST, A MARKETER OF THE YEAR.

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SURVEY SAYS...

Marketers are a positive bunch, judging by the results of *strategy's* fifth annual survey of the industry in Canada.

Despite the storm clouds looming over the financial markets as respondents filled out their surveys this fall, morale and job satisfaction in marketing departments are remarkably high, and nearly 80% say their brand's ad image has improved over the past year.

Marketers are concerned about the economy and ROI (though not enough, says Brandwright's Gray Hammond on p. 48), but very few see their department shrinking. They love their agencies and see the influence of marketing in their company growing, even though they expect to see their budgets cut this year. Read on for all the scoop on what matters to marketers now...

THE INDUSTRY

The biggest issue currently facing the marketing industry is:

The economy	43%
ROI pressure	25%
Ad clutter	9%
Media fragmentation	6%
Consumer being in control	5%
Integration	4%
Media advertising costs	3%
Other	2%
Privacy	1%
Corporate responsibility	1%
Accountability	1%

ME AND MY BRAND

In the past 12 months, my brand's ad image has:

Improved	77%
Stayed the same	17%
Decreased	3%
Don't know	3%

To reach the consumer in the immediate future, the priority for my brand development will be:

A social strategy	26%
Better execution of existing programs	25%
Better product innovation	18%
A better retail environment	16%
More innovative research (beyond focus groups)... ..	8%
Other	6%

In the area of innovation, my focus is:

Customer action-related	43%
Product innovation	34%
Improving process	23%

Which partner's support is increasingly important to your brand?

PR	31%
Retail agency	18%
Interactive agency	12%
Research agency	12%
Promotional	10%
Media agency	8%
Design	5%
Direct marketing agency	4%

IT'S THE ECONOMY...

Marketers were filling out this survey just as the economy was starting to crash around them. That might explain why there was a lot of optimism in the responses, along with concern about what lies ahead. Nearly 60% reported an increase in their marketing budget over the past year, and only 9% said their department is shrinking (41% said it was growing), and 78% claimed that morale is high. And yet 63% expect to see spending cuts in 2009, and 43% say the economy is the biggest issue facing the industry.

"It's only recently that awareness of the economic situation has been raised," says Ken Wong, associate professor of business and marketing strategy at Queen's University. "But I think we are witnessing the same response we've seen in previous recessions: some companies see hard times as an opportunity, while others see a hostile environment in which they will be unable to proceed with business as usual."

Wong points out that P&G, for example, regards down cycles as times to build share. "By simply holding the line on expenditures when others are cutting back, your share of voice grows," he explains. "Small wonder McGraw Hill's study of the 1980 to '85 recessionary-recovery period showed that firms that maintained or

increased marketing spend grew 275% over five years, while those who cut back grew only 19%."

And yet marketers say there will be cutbacks. "My take is that we will come out of these hard times as a leaner and meaner industry," says Wong. "If you have good clients and products and are doing good work based on great insight and creative, morale and employability will be enhanced. But if you're working with clients who think all they need is a new spin to cover the ills of a bad product, these will be unsettling times. We are about to find out who's really got game." **MD**



PATRICK LAUZON

Executive Vice-President
Online and New Business Initiatives

Pierre Karl Péladeau, President and Chief Executive Officer of Quebecor Inc., is pleased to announce the appointment of Patrick Lauzon to the new position of Executive Vice-President, Online and New Business Initiatives.

In this new role, Mr. Lauzon will develop online and related business opportunities to better serve advertisers, readers and the communities where Sun Media has publications.

Mr. Lauzon brings more than 13 years of experience in sales, marketing and strategic relationships with clients in media, business development and the Internet. As a past president of the Interactive Advertising Bureau of Canada, he has an understanding of the new and emerging advertising marketplace. He was recognized this May as one of Canada's Top 40 Under 40, a national award program for excellence in leadership, innovation and strategy for growth. He was previously Executive Vice-President at Canoe.ca, a sister company to Sun Media within Quebecor Media Inc.

Sun Media Corporation, a member of the Quebecor family of companies, is Canada's largest newspaper publisher whose business purpose is to help connect and build better communities. With 43 paid-circulation and free dailies in Canada's key urban markets and more than 200 community newspapers, shopping guides and other speciality publications, Sun Media's English- and French-language papers are leaders in providing local news and information to more than 10.5 million readers every week. Sun Media Corporation is also involved in the operation of SUN TV, a general interest television station in Toronto, and provides a range of commercial printing and related services as well as distribution for newspapers, flyers and magazines.

For additional details, visit www.sunmedia.ca and www.quebecor.com, our parent company.

MARKETERSURVEY

The influence of marketing in the overall company is:

Growing	69%
Remaining the same	27%
Shrinking	3%

WORK STRESS

The length of my work week is:

40 hours	8%
41-50 hours	45%
51-60 hours	37%
61+	9%
24/7	1%

The greatest stressor in my job is:

Balancing work with family obligations	57%
Delivering on ROI	13%
Staying current on industry trends	12%
Keeping motivated/inspired	7%
Other	7%
Staying current on technologies	6%

The BlackBerry is my:

Friend	66%
Foe	28%
I love my iPhone	5%

CATEGORY RANK ON TOTAL MEDIA

1. Retail	14.2%
2. Automotive	11.7%
3. Entertainment	7.0%
4. Food	6.4%
5. Financial and insurance services	5.4%
6. Real estate	5.0%
7. Local automotive dealers	4.8%
8. Telecommunications	4.6%
9. Travel and transportation	4.6%
10. Restaurants, catering services, nightclubs	3.9%

All data sourced to The Nielsen Company is national for 2007. Each category exceeded \$340 million in spending in Canada in 2007. The top 10 accounted for 67.5% of the total expenditure.

The biggest attraction for me when planning a career move is:

Opportunity for professional development	42%
Company's reputation for innovative marketing	16%
Chemistry with the person I report to	14%
Senior management support for marketing department	12%
Remuneration/benefits	12%
Opportunity to advance quickly	3%

TV: delivers a brand-slide victory.



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The factor that most influences loyalty to my company is:

Well-managed company	30%
Opportunity for professional development	21%
Creativity in workplace	18%
Camaraderie in workplace	15%
Respect for personal marketing contributions	9%
Leading salary and benefits	7%

ME AND MY AGENCIES

I would describe the relationship with my principal creative agency as:

Excellent	22%
Very good	40%
Good	30%
Average	7%
Troubled	2%

The creative work of my principal creative agency has been:

Outstanding	22%
Above average	45%
Average	30%
Below average	2%
Unimpressive	1%

The strategic input of my principal creative agency has been:

Outstanding	21%
Above average	35%
Average	37%
Below average	5%
Unimpressive	2%



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 ONE OF THE TOP 2008
 MARKETERS
 OF THE YEAR

FROM YOUR FRIENDS AT
 LG ELECTRONICS CANADA



MARKETERSURVEY

The account management of my principal creative agency has been:

Outstanding	20%
Above average	40%
Average	36%
Below average	3%
Unimpressive	1%

I am looking for more from my principal creative agency in the area of:

Better creative	30%
More overall strategic insight	29%
More integration across marketing disciplines	24%
More senior-level involvement	16%

Compared to last year, the involvement of my media agency will:

Increase	53%
Stay the same	35%
Decrease	13%

TOP AD SPENDERS

1. Procter & Gamble
2. Rogers Communications
3. Government of Canada
4. BCE Corporation
5. General Motors
6. Ford Motor Company
7. Miscellaneous real estate developers
8. Provincial government lotteries
9. Johnson & Johnson
10. Chrysler Dodge Jeep Dealers Association

All data sourced to The Nielsen Company is national for 2007. Each company exceeded \$80 million in spending in Canada. The top 10 accounted for 13.4% of total expenditure, holding steady with the last two years.

Compared to my principal creative agency's, my media agency's strategic input is:

As important	70%
Less important	19%
More important	12%

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You definitely have Creative Spirit!

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THE POLL TAKERS

- 182 marketers filled out our survey, conducted from Sept. 5 to Oct. 26, 2008
- The respondents skewed slightly male (52%) over female (48%)
- The largest age group was 36-45 (41%), followed by 26-35 (37%) and 46-55 (14%)
- Those holding the title of VP marketing/director of marketing formed the largest group at 29%, followed by marketing manager (19%)
- When it comes to salary, 26% made more than \$151K. The next biggest salary groups were \$71K-100K and \$101K-150K, at 21% each, followed by \$31K-50K and \$51K-70K at 15% each

Thanks to Gray Hammond of Brandwright for poll crunching assistance.



Johnnie Walker's "Walking Man" moved from superboard to superboard in just one example of traditional OOH incorporating new media

THE MEDIA SHIFT

The media mix is changing, but more slowly than we might have guessed. Last time we asked, 51% of you claimed to have spent the most money over the past year on traditional media. This time it's dropped only slightly, to 47%. Direct mail, POS and, surprisingly, online spending have also dipped, while mobile, sponsorship and PR are up. In terms of the new media you plan to spend the most on in 2009, social media has edged ahead of broadband advertising, with viral, mobile, WOM, advergames and blogs all under 10%. And yet fully 57% of you remain unconvinced of social media's value, either still testing or not seeing it as a factor.

But Sunni Boot, president/CEO of ZenithOptimedia, points out that things are not that simple. "Traditional media continues to get the lion's share because it continues to generate the greatest results in terms of sales awareness and reach and traditional ROI," she says. "However, traditional media is not being used in traditional ways – more multi-platform executions are being seen than ever before, and in fact traditional media are leading the innovative ways of using mobile, email, SMS and sponsorships." She adds that many planners now consider online part of "traditional media."

Boot does find the slip in online spending surprising, though she says that "ZenithOptimedia global touchpoint norms indicate that online advertising has low consumer influence. Another reason online dollars are in decline is that these dollars are migrating to other digital mediums such as mobile, podcasts, etc., and those are the ones being tested." **MD**



Congratulations, **Lisa Charters**,
on being nominated for Marketer
of the Year – You have our vote!

AGENCY OF THE YEAR 2008

The industry was all smiles at *strategy's* 19th annual Agency of the Year gala on Oct. 30. More than 200 guests convened at Circa nightclub in Toronto to fete the country's top advertising and media agencies.

Taxi took top AOY honours – stirring up the predictable envious debate (and comments on Rob Guenette's cover-shot abs) – with silver winner BBDO and bronze winner DDB not far behind. Starcom MediaVest Group immediately began celebrating its Media Agency of the Year gold win (which segued nicely into its Halloween festivities). Silver winner Mediaedge:cia – whose new president, Bruce Neve, also won Media Director of the Year – and bronze media shop PHD also took the stage.

Meanwhile, O&M's latest home run for Dove, the *Body and Soul* play, was our BIG Award winner. See all the winners, cases and scores online at strategymag.com.



A B



F G



K L



A. BBDO media relations manager Shari Balga, VP GAD Lori Davison and EVP ECD Ian MacKellar. B. *Strategy's* Carey Toane and Y&R Toronto EVP CMO Susan Murray. C. Bombardier Transportation director, communications and public affairs and AOY judge Genevieve Dion with technology solutions GM Keith Sheardown (left) and product manager Paul Carey. D. Taxi CEO Rob Guenette, with daughter. E. CD/AD Alan Madill accepting Juniper Park's BIG Bronze. F. Taxi ECD Steve Mykolyn accepting AOY gold. G. Jo-Anne Visconti, advertising director; Sandra McInnis, nat'l sales manager; Teena Poirier, sr. manager, marketing solutions group; Barbara Smith, communication strategist.



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All photos by Gary Leung



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the *Globe and Mail*. H. Ford of Canada director, marketing communications Jim Hartford and VP marketing Dean Stoneley, with Sarah Nisbeth, EVP client leader, Y&R. I. BBDO president/CEO Dom Caruso and Molson director of marketing operations Steve Smith. J. Starcom MediaVest Group president Lauren Richards accepts MAOY gold. K. Dentsu account supervisor Stephen Kiely, interactive communications manager Min Ryuck and communications manager Mark Wyeth with MAOY judge David Cairns, Dentsu's head of media. L. *Strategy's* Mary Maddever. M. *Globe and Mail* VP advertising sales Andrew Saunders. N. Ogilvy & Mather co-CCO Janet Kestin accepting BIG Award gold. O. Bensimon Byrne president Jack Bensimon, with John St. president Arthur Fleischmann and director of strategic planning Emily Bain. P. Leo Burnett CCO Judy John. Q. Media Director of the Year, Mediaedge:cia president Bruce Neve. R. Dentsu karaoke king, studio manager Gasper Barone. S. Zig co-CDs Stephen Leps and Aaron Starkman.



P



Q R



S





BY GRAY HAMMOND

You gotta **be accountable**

Do you want the bad news, or the worse news?

Strategy's latest survey of marketers (see p. 44) shows that ROI is a secondary issue: one-quarter see it as the industry's biggest issue after the economy, and one in eight say it's the biggest job stressor after work/family balance. Last year, one-third mentioned ROI and accountability as the biggest issues facing the industry, and ROI kept one in five awake at night. That's bad news, because it's a big problem, yet not enough marketers are worried and it seems to be fading in importance.

A 2007 poll sponsored by Financial Executives International showed that 93% of CFOs are dissatisfied with their company's ability to measure marketing ROI. "Marketing needs to stop

fostering 'rock star' behaviour and focus on rock-steady results," says the report. "Marketing accountability falls short of the expectations of the C-suite, and most financial executives can't get visibility into how well marketing is driving sales."

Yet in 2007, one-third of CMOs said they were satisfied with their ability to measure marketing ROI. That's a major disconnect with the CFOs. And remember, the guy with the gold makes the rules.

Wal-Mart and BMW have figured out how to put a long-term value on their customers, and are able to direct their marketing investment more effectively. PepsiCo also assessed the value of customers. Since Diet Pepsi drives its brand equity, Diet is where the marketing dollars are going.

But 55% of senior marketing executives lack a quantitative understanding of brand value, according to a recent survey by the Association of National Advertisers (ANA) and Interbrand. Furthermore, because the brand's impact on corporate value is not clearly quantified, it's not being incorporated in decision-making: 64% of senior marketing executives say that brands do not influence decisions at their organizations.

A survey published last May by recruiters Spencer Stuart shows the number one attribute of a successful CMO is an ability to influence the bottom line: "It wasn't so long ago that many marketers were touting ad recall or brand awareness as their major goals. It reflects the pressure that marketers are under today to be more accountable for business results and more closely linked with the full business."

Is it any wonder that the average tenure of the CMO has been slipping – less than two years at last count – or that marketers have lost influence with CEOs?

The secret of long-lasting CMOs is accountability. The folks who volunteer to be measured keep their jobs.

And it's better to volunteer now than wait for the CFO to come looking for you. If you wait, you're in danger of becoming the whipping boy. By grasping the nettle now, you can ensure that the right metrics are delivered the right way to the C-suite, that long-term and leading indicators are included, that the scorecard includes a balance of "soft" perceptual metrics and hard dollars and that you're held accountable only in your sphere of influence (and for effectiveness, not just efficiency).

You'll need to know something about accounting, and you'll likely have a fight on your hands: traditional accounting doesn't consider brand value, and you need to ensure that it's done right. Realistic marketing metrics will likely not pass the GAAP standards accountants use, but that's true of many management measures. Deceptively "obvious" numbers like revenue and profit need to be handled right. And ROI isn't always the best metric; but don't get sucked into shareholder return.

Your biggest problem will be that most CFOs don't really "get" marketing and how it works. According to one seasoned chartered accountant who's been CFO at major corporations, most CFOs think the product "pulls" (i.e., sells itself), and marketing is simply support for the sales guys (who "push"). James Gregory, CEO of consultancy CoreBrand, says, "The CFO is viewed as the person who wants to cut the marketing budget, and marketing often fails to explain the return on investment for communications. The result is a wall between the two departments."

Things are changing. We've presented PR and event metrics to PR classes at Seneca and Ryerson, and the younger generation is astonished that their elders weren't held accountable. This attitude will work in their favour as they hit the job market.

Reviewing what I just wrote, maybe our *strategy* survey is actually good news... after all, your career is at stake, and some of you are aware of your problem. The alarm is ringing. Any volunteers?

Gray Hammond directs the metrics practice at Brandwright, an alliance of experts focused on marketing profitably. He's worked in advertising, consulting, research and theatre. Compulsively analytical yet sociable, he loves finding and sharing good ideas (as well as bad jokes). You can reach him at Gray.Hammond@Brandwright.biz.



BY WILL NOVOSEDLIK

Spend less, get more

Well, here we are again. Another recession. Everybody knows what happens: the easiest line item to erase is generally associated with branding and marketing. Industry pundits exhort us to do the opposite: spend more on marketing instead of less. Few have the courage to do it, because that means you have to take the money from somewhere else. So the marketing and branding budgets get cut first.

I'm not whining. After living through three of these things, it's just that it's easy to see the patterns. It happens the same way every time. A bubble is a bubble. And yet we repeat the same mistakes over and over, as if the previous bubble had never burst.

Things are not likely to change this time around, so maybe we should just accept the inevitable and figure out how to get the most out of the least.

If we can't spend as much, how can we leverage what's left on the table? Is there something below the line that we can do to maximize the impact of our diminished marketing dollar? What about brand experience, the subject that has been addressed by this column for the past four years?

Experience work is detail work, much of it done well below the line in the form of training, change management, service level upgrades and process improvement. It's ultimately a form of quality management. But although process improvement was originally conceived as a quality enhancer, it has devolved into an exercise in "operational efficiency" and downsizing. Not the sort of stuff that makes customers happy, generally.

Another thing: experience work is cross-functional and in times like these, the silos tend to harden rather than become more porous. Brand experience initiatives compete with other more important or familiar line items – the things that generate immediate revenue or are easier to manage or quantify.

The irony is that never is it more important to focus on customer experience than in a

downturn. Experience is a loyalty initiative rather than one focused on acquisition. Everyone is familiar with the difference between the cost of acquisition and the cost of retention. The latter is five times cheaper than the former. And the best way to keep customers is to treat them well. In other words, a positive customer experience creates cost-efficiency.

Let's go below the line to see what that looks like. Years ago, the global wireless

fresh merchandise earlier and more often than those of their competitors. Which ultimately means happier customers.

In both cases, positive emotional experiences can turn customers and suppliers into promoters. In a bold reinterpretation of the design principle "less is more," loyalty expert Fred Reichheld made this point clearly in his 2006 book *The Ultimate Question*, in which he reduces the often complex metrics of customer

It happens the same way every time. A bubble is a bubble. **And yet we repeat the same mistakes** over and over, as if the previous bubble had never burst

brand Vodafone simplified its customer segmentation to focus on a few high-priority groups. The top two were young, active, fun users and occasional users. There were only a handful of others. It then created experience-focused value propositions for each group. The "young, active, fun" group was offered Vodafone live!, which provided games, pop tune ringtones, news, sports and information (something everyone offers these days). The occasional users were offered Vodafone Simply, which provided an "uncomplicated and straightforward mobile experience."

That created efficiency and cost control, because such clearly delineated offerings allowed everyone in the organization to understand the strategic trade-offs and focus on what would better serve each target group.

The same goes for suppliers. Retail giants Wal-Mart and T.J. Maxx have a simple policy: pay suppliers within 30 days. Sounds mundane, until you realize that most retailers string them along for 60 or more. That creates higher preference among suppliers, which means the shelves at Wal-Mart and T.J. Maxx are stocked with

loyalty to one simple question: "Would you recommend this brand to friends?" That's far better than advertising, because the message comes from someone you trust. Given the control customers have over the reputation of your brand in a globalized, networked economy, positive referral is golden – and very cost-efficient.

So as we walk into the jaws of this recession with knives poised to cut deep into the marketing budget, let's step back and focus on creating the kinds of experiences that will deliver the most bang for that marketing buck. Don't just cut marketing spend: create an experiential path that will optimize every department's value to customers, employees, suppliers and shareholders.

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UNIVERSAL SCRIPT

In the spirit of the season, we asked the folks at **Cossette** to once again send us some holiday cheer for ad land. This year they came up with the gift of script. We'll let its authors – **Pete Breton, Dave Douglass** and **Chris Pastirik** – fill you in on the K-Tel-worthy value of the present: “We’re not just talking about any script, but rather *every* script. A universal script that can be applied to any product at any time. A timeless treasure, rigorously tested and proven to work from both a qualitative and quantitative standpoint. A script that has reached directionally significant scores well beyond category (any category) normative measures on breakthrough, persuasion, likeability, brand link (regardless of brand), believability and more. It easily outpaced everything we’ve tested to date in script, animatic, quick and rough and other forms. It’s our gift to any agency or client that wishes to use it. Merry (insert the appropriate holiday corresponding to your religious persuasion here)!”



SHARK PHOTO BY CHARLES MAXWELL; HELICOPTER PHOTO BY LANCE CHEUNG*

Open on a coast guard rescue helicopter hovering off the coast of (insert desired location). We see an exhausted man in the water clutching onto a (insert desired product).

The rescue team quickly lowers a line down to the man. As they begin to hoist him up into the helicopter, the winch jams and the man stops several feet from the door. The coast guard guy yells down to the man as the line begins to fray and break.

Coast Guard Guy:

You need to let go of the (insert product name) – it won’t hold. Sir, let go of the (second mention of the product name) with (insert support point one).

Man:

No, I won’t let go of the (insert third mention of product) with (insert support point two).

The line suddenly snaps. The coast guard guy lunges out the window to grab the man, but a great white shark jumps up and eats him alive.

Coast Guard Guy:

(insert religious figure of choice) in a chicken basket....that was close.

He then raises the (insert product name) into frame and smiles.

Coast Guard Guy 2:

It’s days like these that make it all worthwhile.

They high-five each other and fly off into the sunset with the (insert product name) safe for another day.

Cut to aspirational product shot and coupon offer.

Cut to shot of coupon. Logo/mnemonic/sting/anthem/whatever.

*This composite photo, created by an unknown hoaxster, was circulated around the net as a *NatGeo* “Photo of the Year”

Mix:

One part inspiration. One part sweat. One part luck.



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