# strategy

bold vision **brand** new ideas

IT'S ON! BRANDS BATTLE CONSUMER CYNICISM

## WHO DO YOU TRUST?

CAUSE + ACTION WINNERS McDonald's charity gets the spotlight

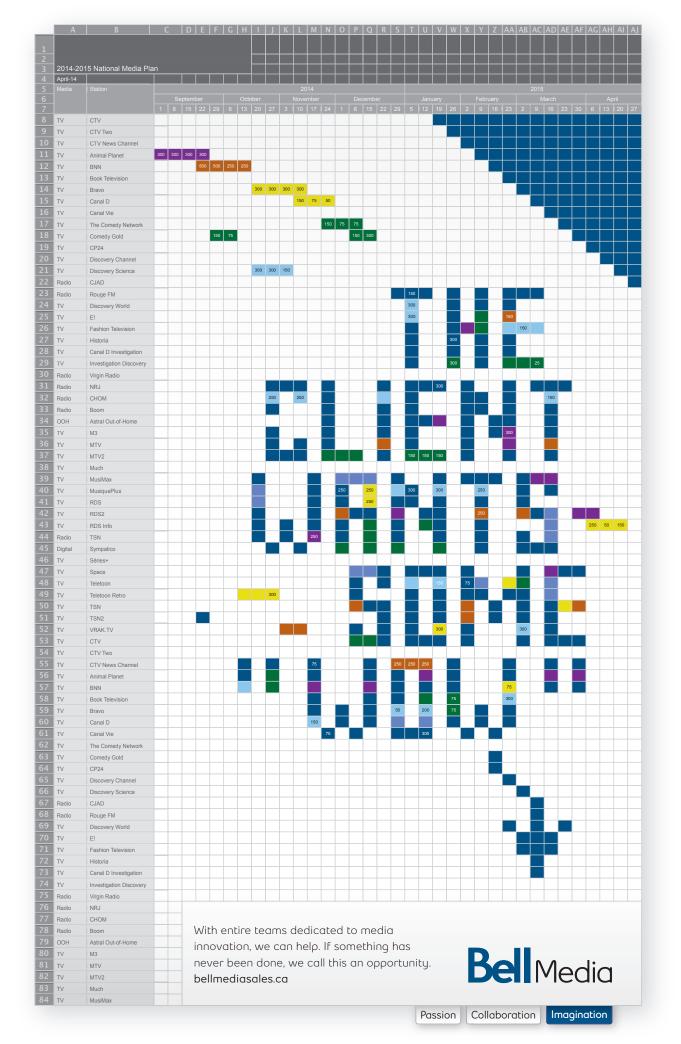
**TIM HORTONS** 

How to become the most loved brand in the nation in 50 short years

Jaxali



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**Investing in trust** How to win confidence and not alienate people in a world where cynicism abounds



Cause + Action Awards McDonald's leads the pack of do-good brands that earned recognition this year



**Tim Hortons at 50** The beloved QSR celebrates a half-century of Timbits and Canadian pride

4 Editorial Rise of the planet of the cynics . 8 Upfront Made-in-Canada apps to track, a *strategy* milestone and the influence of the hipster . 12 Show me the money Brands like 7Up and P&G are taking transparency to a new level . 16 Is your company under attack? Experts weigh in on how you should (or shouldn't) react . 46 The Shopper Marketing Forum and Shopper Innovation Awards brought together the best path-to-purchase minds in the business . 47 BCON Expo shone a light on the ever-growing world of branded content . 48 Forum Geoff Craig on the importance of strategic cause partnerships and Marc Stoiber on thinking outside the tactical tool box . 50 Back page Grey shows us what it really takes to win awards for non-profit campaigns



**ON THE COVER:** A lot of studies have come out about trust lately. And the conclusion seems to be that consumers are generally a less trustworthy bunch. Blame the internet, blame social media, blame green-washing or false claims by brands, but it seems people have never had a more critical eye. So for our CSR issue, we're tackling the subject of trust and looking at a few brands that have successfully built it. To perfectly illustrate the trust-wary consumer, illustrator Gary Taxali created one of his iconic characters looking rather unsure about the whole situation. We feel you, man.

## The age of cynicism



onsumers are more cynical than ever. Need proof? Check out the feature on p. 19 for stats on how distrusting we've all become. Need further proof? I recently found myself surprisingly cynical

about something that most people seemed to embrace wholeheartedly – the Honey Maid creative that went viral last month. As most of you know, the ad featured families some might consider "alternative," such as a gay couple, a tattooed dad, etc. and called them wholesome. I completely agree with the message. Those families are no less wholesome than any other. Commercials like this are not only nice to see, they're important for moving society forward.

But of course, there was backlash. And Honey Maid responded by turning the backlash into art, forming the word "Love" with printed tweets and emails.



It left a glowing halo around the brand. But when I saw the ad and subsequent response, the first thing I thought was "this feels forced."

I have no reason to believe that Honey Maid's intentions weren't good, so what kind of cynical monster have I become?

More than ever, I've been looking at brands with a critical eye. It used to be a running joke (and sad reality) that some marketers would say, "Let's do something that goes viral!" Now I can't help picturing them sitting around a boardroom saying, "Let's do something controversial! Then when there's backlash we can release the perfect response and everyone will love us!"

But I suppose I'm not a complete cynic. When Tim Hortons came out with its commercial where an immigrant father greets his family at the airport and they experience our winter for the first time, it had me in tears. I knew it was an ad to sell coffee,

but it felt true to the brand. When I travel abroad and come back to Canada, I know I'm home when I smell the Tims coffee wafting from the airport shop. Tim Hortons equals Canada. It equals home. And for the folks in the ad, it equalled a new home and new life.

Tims has been delivering on its brand promise and tapping into real insights for half a century, so no wonder it's become as synonymous with our nation as the maple leaf and the Mounties (see the story on p. 34).

I believe consumers, generally, aren't naïve. They know you're a brand trying to sell products. But it's become more important than ever that any "good" you do – be it a commercial with a positive message or a CSR program – be steeped in authenticity (it's a buzzword but it's true).

Our Cause + Action winner this year is a brand with its own charity that has been around for years. Ronald McDonald House Charities has established itself in the communities it serves, and while it's associated with a major global QSR that often faces criticism, no one looks cynically at McDonald's ties to its charitable cause or the good it does for the families it helps. Read about the other, true-tothemselves winners, starting on p. 24.

The lesson that is echoed throughout this issue is that amidst today's cynicism, if you're going to do something good (and all brands should strive to), you better make sure it's as authentic as possible. There's that buzzword again.

### **Emily Wexler, editor**

### strategy

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## WHY AIR MILES COUNTS ON DIRECT MAIL 15 MILLION TIMES A YEAR.



Neil Everett,

The AIR MILES® Reward Program SVP and CMO "Direct Mail plays a pivotal role for the AIR MILES Reward Program."

70% of COLLECTORS OPENED and READ their DIRECT MAIL Packages.

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The AIR MILES Reward Program currently has over 10 million Collectors and the need to communicate with each of them on a regular basis.

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### THE BOTTOM LINE:

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### USE THE POWER OF DIRECT MAIL TO GROW YOUR BUSINESS.

To see how other businesses have grown with Direct Mail, visit canadapost.ca/Growth



## Unclench, show some solidarity & celebrate the good

eading this issue relieved me of some guilt. Confession: whenever I'm asked to make a donation as I'm checking out at retail, I get annoyed. Charities do okay by me, so the volume of requests – and being forced to mumble "I gave at the office" in front of a lineup – is a bit thick.

My brow actually furrows like the angry little Taxali man on the cover. And there's a niggling feeling of misdirect – the retailer is getting the fundraising glory, and expects a halo from the consumer, who actually kicked in. And then I feel guilty for feeling like that.



However, "feeling pressured" is the top response to that donation tactic, according to a survey cited in our cover story. So it's not just me.

On the flip side, I'm always jumping in to defend brands' cause campaigns and sustainability efforts to friends, family, and even strangers unfortunate enough to diss them within earshot. Like Public co-founder and CEO Phillip Haid on p. 19, I feel it's unfair that brands who do genuine good get beat up over it.

But they do, and the growing distrust and downright indifference makes "feeling pressured" also a top issue for marketers. That's why we launched the Cause + Action Awards seven years

ago. We wanted to pull focus on the brands brave enough to stake a claim, publicly take on a problem, and devote time and money to solving it.

We'll recognize this year's winners and share their success stories May 15 in Toronto at the AToMiC Awards, and we'd like to see the industry turn up to celebrate the brands like McDonald's and Dove that are making a real difference.

Beyond congratulating the CSR winners, it's the big reveal for Canada's most innovative advertising, tech, media and content ideas and executions. The AToMiC winners are the campaigns and programs that reflect radical change across the mediascape, so a good litmus test of the way forward, and a nice Cannes preview.

As such, the AToMiC cases will be shared with Canada's business community and the global ad crowd in our June creativity issue, which hits the Palais at the Cannes Lions International Festival of Creativity, and also goes out to *Globe* readers in Toronto, Montreal and Vancouver.

We hope to see you at AToMiC – and/or in Cannes – absorbing the best new work and ideas, and getting a read on where it's all headed next.

### Cheers, mm

### Mary Maddever, publisher, strategy, Media in Canada and stimulant

P.S. If you haven't already, sign up for the new *strategydaily*. Its mission is to reduce a bit of pressure by helping you keep up with what's important amid the tsunami of news & new things, and to connect you with the interesting (and sometimes shit-disturbing) ideas of your peers.



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### **UPCOMING EVENTS**

TORONTO | AIRSHIP 37 | MAY 15, 2014





SUBMISSION DEADLINE: AUGUST 1, 2014

### ALSO IN THIS ISSUE ...



### UPCOMING SUPPLEMENTS

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## **Canadian apps to track**

By Jennifer Horn & Matthew Chung

Toronto is set to be the next technology hothouse with the arrival of three new apps for marketers to keep tabs on.

### AWE BRINGS VIRTUAL CHARACTERS TO AISLES

Thanks to a new augmented reality app, 3D avatars like Tony the Tiger or the Pillsbury Doughboy could be the next shopping companions in aisles.

Awe Company has developed Time Tablet, which will be used initially at the Fort York National Historic Site in 2015, where visitors with tablets can interact with characters re-enacting historic scenes.

Avatars can be downloaded to the app and activated by sensors and mapping systems when a person enters a room. Awe founder Srinivas Krishna says brands can offer a pre-determined story to download, and they're working to enable avatars to interact with people intuitively one day.

### SLYCE CREATES HUMAN FLYERS

Think of the world as one big showroom, where people can photograph any item they fancy (like a stranger's purse) and buy a similar item on the spot.

It's not a prediction for the future; the technology already exists.

Slyce ingests information about retailers' products, and categorizes them by colour, material, size and texture. The technology is embedded in a retailer's app, so a user can take a photo of a Coach bag, for example, and find the closest match from items in the database.

"Brands want to be able to transact with customers wherever they are," explains Mark Elfenbein, chief digital officer at Slyce. "And customers like it because it's instant gratification."

It will launch with six major, yet-to-be-named retail partners this year.

### THINK DIRTY'S TOXIC TEST

It's do or die time for cosmetic and personal care brands. Consumers want goods they can trust won't lead to serious health issues, and new platforms like Think Dirty, created by art director Lily Tse, are supplying that info.

The app houses data on 80,000 products, and allows users to look up ingredients by scanning a product's bar code or searching by name.

Think Dirty breaks down each chemical with simple explanations of what they are and how they can potentially cause cancer. Since its launch, it has received 70,000 downloads.

## LINGERIE CO PAINTS A WOMANLY PORTRAIT

### By Megan Haynes

To compete against the likes of Victoria's Secret and La Senza, and their off-the-rack bras, Vancouver's Dianes Lingerie – a boutique which creates bespoked undergarments – has unveiled its latest campaign from Vancouverbased 123W.

Based on the insight that all women's bodies are unique and should therefore have custom fitting bras, the creatives at the agency painted real Dianes' customers head to toe. The women were then asked to create imprints of their whole bodies (think of the painted handprints you or your kids made as children). Women of all shapes and sizes, with a diverse range of breasts – various sizes and some missing from mastectomies – were featured alongside empowering words.

"Our thinking is each woman's body is kind of like a fingerprint," says Rob Sweetman, founder and CD, 123W. "Our campaign is 'Every body is different. We fit them all."

To kick off the print, transit OOH and digital video campaign (at press time the media buy was still being finalized), on May 1 the brand will display the prints in a gallery and auction off the originals to raise money for the Canadian Breast Cancer Foundation. The art will later be incorporated onto the brand's shopping bags, in-store environment and business cards.





## The new do-good lexicon

By Megan Haynes

Is the term "corporate social responsibility" on the outs?

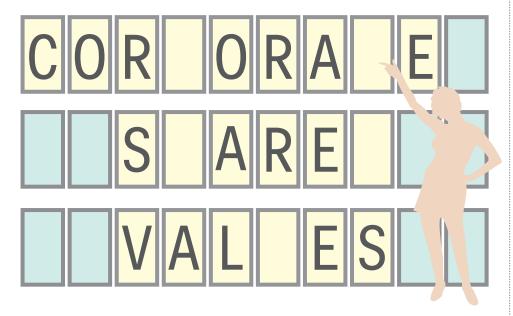
Folks in the CSR space are divided on whether or not the term is obsolete, however, a couple of new nomenclatures have emerged for your consideration.

Julia Howell, partner, cause and stakeholder engagement, Corktown Seed Company, a Toronto-based cause marketing agency, says the term corporate social responsibility was first used for risk management, largely by companies in the resource extraction space (mining, forestry) to pave the way for smooth dealings with the locals of their prospective land disruption sites.

It was a tangential practice in companies, Howell says, and was more associated with stemming bad PR or mitigating potential obstacles from community organizations that may be upset with a company opening a mine or clear-cutting a forest.

Over the years, the act itself evolved into sponsorship and sustainability practices, used by marketers to help build the brands.

As a result, Howell says, the idea of "CSR" isn't quite what it used to be, and the word needs to change.



Critics have also taken CSR – especially in the marketing sense – to task for being used as a tactic to distract customers from issues derived from businesses' core offerings.

Others have suggested the term "cause marketing" may be on the outs because it suggests businesses are only in it for themselves, marketing a cause to generate revenue and lacking authenticity, rather than look for ways to match the values of the community.

Howell suggests the term "purpose" marketing instead, because it is a more consumerfriendly, plain-language word people understand. Brands are aligning their purpose with a greater societal one, and finding new touchpoints with which to engage consumers.

"Shared values" is another buzzword floating around do-gooders' lexicon. Mark Kramer, founder of U.S.-based non-profit consulting firm FSG, has previously suggested that whereas CSR is a "cost centre, not a profit centre," "shared values" is a means of creating "new business opportunities that create new markets, improve profitability and strengthen competitive position." "Shared values" proponents say businesses must recognize that the health of a community and the health of a business are mutually dependant. Businesses wishing "to do good" will find and capitalize on the idea that there is a connection between societal and economic progress. "CSR," Kramer said, "is about responsibility; CSV is about creating value."



Our 20th anniversary cover, designed by Sid Lee in 2009, represents the shift from brands shouting to listening (turn it upside down).

## *STRATEGY* IS 25: IT'S COVER CONTEST TIME

For a 300-something-year-old industry, 25 years may seem like a blip on the radar. But the last quarter century has certainly been the most interesting, and makes you wonder what the next 25 will deliver.

*Strategy*, in recognition of its Silver Jubilee, is asking agencies to ponder that question and provide an answer, one that will fit neatly on the front cover of our September issue. The end-of-summer issue is themed around "Next Big Thing" predictions in marketing, with the winning concept taking over the cover and runners-up featured in the mag.

If you're interested in submitting a cover concept for the issue, please contact Jennifer Horn at jhorn@brunico.com or call 416.408.2300 ext. 528 to receive more information. The deadline for submissions is June 6. **JH** 

## HERE'S TO THE HIPSTERS

Hipsters are influencing culture and design in ways people may not realize. Taxi's design CD Dave Watson's got a big thank you to those indie band-loving, plaid-shirt wearing, higherquality demanding consumers for bringing craft back.

By Dave Watson



ipsters. You know who they are. You have all seen them. Originally from Williamsburg, Brooklyn, they can now be found in almost any part of Canada. They are solely responsible for the rise of Mumford & Sons, the resurgence of plaid shirts and most importantly, small-batch artisanal products.

While hipsters are best known for their style and irony, their affection for local alternative markets has had ripple effects into the wider consumer

world. Craft breweries, gourmet burger shops and independent coffee houses (to name but a few) have exploded in popularity thanks to this subculture. Consumers have started to demand higher quality products and are willing to pay extra to get them.

Recently a colleague joined me for lunch at a local gourmet burger spot. He ordered an over-the-top, king of all burgers that came with at least four patties and a bun made out of a grilled cheese sandwich. I reached across the table and grabbed the receipt, curious to know what he had paid for lunch. I nearly fainted to see it was just over \$30.

In a country where the economy has still not completely recovered, it amazes me that people are willing to pay such a premium for these products. But it is happening, and designers are thankfully feeling the side effects of this cultural shift as well.

For example, Hörst, a Montreal-based men's fashion manufacturer, recently tasked Lg2boutique with a complete brand makeover.

The brief was to create a new corporate ID and visual language that reflects its high-end product line.

The result is stunning. For my money, it is one of the best examples of a complete corporate identity that I have seen in this country over the last decade. Everything was considered and crafted. From the beautifully ornate corporate mark to the laser-cut kit folders and gorgeous black and white photography, each element of the brand reinforces the purchase decision. The brand no doubt spent more on the production of all the elements, but I would imagine the ROI is coming back tenfold.

One client came to us with a product idea: a small batch, one-pour gourmet cocktail that would be sold on the shelves of the LCBO.

While they knew the product was going to be good, they also didn't have a large budget for the launch.

We devised a brand name, look, packaging and story that would not only distinguish them in a crowded retail environment but also generate some PR. The name we sold them on was Crazy Uncle. The package design was inspired by another specific subculture: dandyism. We used a very hipster-looking bottle and dressed it up with a gold-foiled, hand-crafted logo and a gingham pocket square that contained 8 oz of rosemary-flavoured sugar used for rimming your glass.

The first batch of Crazy Uncle completely sold out.

These are but two small examples I have seen lately that suggest clients, both big and small, are beginning to understand that "good enough" is no longer good enough. Their consumers have had a taste of the good life and they can't go back.

As a designer, I would be very happy if this trend continued to grow. It is nice to present higher quality production options to clients and not have them look at you like you are flushing their money down the drain. So for that, I am eternally grateful to all the hipsters out there.

Let's all raise a glass of extremely hoppy, over-priced (but beautifully-packaged) ale and toast the hipster. May your sense of irony never run dry and your demand for high quality products remain high.



Dave Watson is the North American design CD at Taxi.

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Cause + Action winners will also be awarded



## SHOW THEM THE MONEY...BEING USED FOR GOOD

Brands get creative with purchase-driven donations

BY MATTHEW CHUNG

### TODAY'S CONSUMERS EXPECT BRANDS TO MAKE AN EFFORT

to improve the world, but they are skeptical about whether companies that ask them to pitch in for a cause are, in turn, making a real difference. U.S.-based Cone Communications' Social Impact Study, released in October, found that while 54% of adult Americans bought a product associated with a cause, only a quarter of them believe their purchase decisions have a positive impact on social and environmental issues.

This attitude is especially true when it comes to millennials, says Mike Farrell, SVP, research and strategic insight at Conversion Marketing-Communication.

"Millennials in particular want to see that ROI very quickly," he says. "If they can't get information quickly, they wonder WTF? Any organization asking for funds or time needs to show, in particular to this rising generation, exactly what is happening."

So, how do you convince people their money is being put to good use? "Show consumers specifically how their purchases will make a difference, and they'll show you their support," the Cone report says.

It's not a new concept. For instance, non-profit Raising the Roof and Leo Burnett repackaged toques for its

annual charity drive, launched in June, putting them in transparent bags with messages printed on them such as "This hat will help a homeless man eat tonight," so people could discern how their purchase helped. The non-profit sold out its 40,000 hats in less than three months, about nine months ahead of schedule.

It's a path Russ McLeod, chief operations director at social enterprise Me to We, expects more brands will take. For instance, his company (which directs 50% of profits to the charity Free The Children) offers products with a code so people can track the effect of their purchase (see sidebar on opposite page). Recently, it struck partnerships with retailers such as Indigo to stock the products in stores.

"There has been a transformation, where people are looking for ways to make positive impacts in all areas of their lives," McLeod says. "They are demanding that organizations and companies act ethically all the time."

Recently, brands such as 7Up and P&G have stepped into this space with campaigns that are more upfront about their effect. Read on to see how they're getting creative to drive donations and engagement.



### 7UP BOTTLES GOODWILL OPTIONS

ecently, Dr. Pepper Snapple Group-owned 7Up launched a partnership with Project 7, a social enterprise that sells items like gum and mints, and gives part of the proceeds to non-profits, (talk about a name-match made in heaven) to put codes under the caps of 20-ounce bottles in four of the brand's flavours. During the campaign (running until November in the U.S.), people who buy one of the products can go to 7Up.com, punch in the code and choose one of seven causes to donate to - such as "healing the sick" (malaria) or "hoping for peace" (anti-bullying) and have 10 cents donated toward the cause of their choice.

Consumers can then view an "Impact Report" on the site to see how many caps have been donated to each cause (more than 5,000 as of early April) and how they translate into help for the issue.

Julia Howell, who leads cause-related services at Toronto agency Corktown Seed Company, calls this project the "poster child" for giving consumers choice in



corporate responsibility.

"They are embracing it wholeheartedly, putting it on the home page of their website rather than buried in the sustainability pages," she says. "My only question is will they get beyond superficial engagement to raise some real dollars for the causes? At 10 cents per bottle cap it's going to take a lot of engagement to have any real impact."

### **P&G'S REAL-TIME DONATION TRACKER**

very year, the Philippine Red Cross receives 18 tons of donated clothes for people affected by typhoons, but a lot of them are fashionable pieces not appropriate for storm victims. So when Typhoon Haiyan struck the country in November, P&G, the Red Cross and agency Leo Burnett Manila came up with a unique way to turn clothing donations into aid while showing people the impact of a purchase. They cleaned the items using Ariel detergent (available in the Philippines) and Downy Fabric Softener, and put the clothes on sale at a pop-up store in a Manila mall. Shoppers checking an item's price tag could see both its cost in pesos and its value to victims – one top provided 15 hot meals, for instance. Meanwhile, a real-time purchase converter was displayed on LCD screens, showing how each buy was providing aid. And by the end of the event, there was enough funding for 258 mosquito nets, 157 hygiene kits and 2,640 bottles of water, among other items.

The event, supported by stylists and celebrities, was promoted via Twitter, Instagram and Facebook. In all, it resulted in nearly 10 million media impressions, according to Leo Burnett.

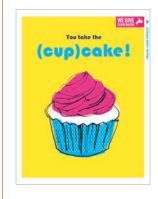
### **CARDS FOR A CAUSE**

In Canada, social enterprise Me to We, which sells products and trips directing 50% of its profits to its charity partner, Free the Children, partners with retailers Indigo, Second Cup and Longo's to offer a similar service to 7Up for people who buy its greeting cards and Rafiki Friend Chains, a fashion accessory that can be worn in various ways.

The online Track Your Impact tool allows consumers to learn how the proceeds from their purchase are used (whether to provide pencils, water or medicine) and see, on a map, where their money is helping.

Me to We's Russ McLeod says the company first introduced the idea during the East African drought in 2011 with on-pack messaging that explained how one chain would provide a month's worth of meals for a child. The items were a bestseller at the time, with 35,000 units sold in four months.

"We realized that year that millennials in particular were connecting to the idea of knowing exactly what impact a product has," he says.





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## BY TANYA KOSTIW Battle strategies for besieged brands



Brands are used to nasty comments on social media, but recently, some have faced highly-organized and far more visible attacks. Take the case of Greenpeace and P&G. The NGO accused the brand of using palm oil allegedly tied to deforestation in its products, and spread this message with a website, a video countering the brand's "Thank You Mom" spot and demonstrations, including hanging banners at the co's Cincinnati head office and taking its cause to Head & Shoulders' agency Saatchi & Saatchi.

At press time, P&G announced it would implement a new no-deforestation policy to its palm oil supply chain.

But the question of how brands can best respond to these kinds of attacks remains. Fight fire with fire or rise above it? Here's what the pundits advise...

Katie Clark VP, corporate & public affairs, national practice lead, crisis & risk, Edelman Toronto.

Today's instant-news and multi-stakeholder environment demands transparency on issues more than ever.

**COUNTER THE ATTACK (SILENCE IS NOT GOLDEN)** 

So, why address an attack directly? Well, for one reason, no one knows your business and position better than you. Second, do you want to entrust others who already have you in their crosshairs to frame the issue accurately and fairly? Finally, whether it's warranted or not, in the "court of public opinion" charges left unchallenged equal guilt.

It's important to start with a clear understanding of the issues management strategy and how it ties to the company's business goals. Company and brand leaders need to engage internal PR leads or crisis specialists for counsel. Consider what actions can be taken to prepare, correct and counter the attack.

### PREPARE

If the attacking organization has campaign channels, monitor them. Websites, newsletters and hashtags deliver insights into the attacker's position, planned activities, inaccuracies and more. Prepare statements to use if needed with media, employees, partners, customers and others. Plan the "what if" scenarios. Consider the range of conservative to more aggressive actions to be taken if you're attacked further. Keep the company's leaders apprised of what you know, and how you plan to respond.

### CORRECT

While it may seem obvious, corrective action starts with informing stakeholders about your position. Post the company's statements to your website, develop customer FAQs and ensure employees and partners have the facts and background on the issue. Don't underestimate the importance of a regular employee – they are far more trusted than a CEO when forming an opinion of a company. Continue to develop content. Make it easy to find and share.

### COUNTER

In some cases, it makes sense to go further. Engage third parties such as academics, technical experts, scientists and other NGOs. Reach out to government officials and media to schedule briefings. Develop a counter website, issue video statements or ads, or host a town hall to make sure your side is heard.

At the end of the day, words and actions speak louder than silence. So addressing an attack directly is a pivotal way to build trust through transparency.

### **EMBRACE THE CONVERSATION**



Tom Arhontoudis Marketing professor & coordinator, George Brown College Centre for Business.

I have two kids. And like most young kids, they constantly fight, provoke and scream at each other. When one kicks, the other most often kicks back. When one points a finger, the other points one back. There are tears and complaints, but seldom is the issue resolved and this goes on day in and day out.

As a parent I try to mediate, be objective and always end up telling them "two wrongs do not make a right." This relationship between my kids is fairly representative of the relationship between big business like P&G and not-for-profits like Greenpeace. As a marketer, I would offer the same advice to brands as I do to my kids.

When it comes to refuting claims and attack campaigns from organizations like Greenpeace, the record of large multinationals has not been stellar. Millions have been spent on campaigns trying to attack or even "one up" their attackers. These tit-fortat strategies have rarely (or never) worked, just like they don't resolve anything with my kids.

Rather than going full throttle against the mighty Greenpeace and any of its campaigns, brands

have an opportunity to assume a leadership role and position their company as an honest and trustworthy "thought leader" on the topic at hand. This approach gives brands the chance to not change, but embrace the conversation. And, in my opinion, it would be a wiser and more valuable marketing communications strategy than to become "the attacker of the attack ad."

In this case, complementing this strategy with a stronger and more targeted communications plan that promotes its efforts against deforestation to die-hard P&G customers, may also further its efforts. The brand currently has more than 600,000 "connectors" in its online women's community Vocalpoint, and could easily tap into it to seed a conversation between members and the social networks to which these influential individuals belong. This will give the brand the opportunity to influence key customers who have strong connections.

"Two wrongs do not make a right" and going after the attacker may not be the right solution.



Paul Klein President and founder, Toronto-based CSR consultancy Impakt.

### **INCITE PREVENTATIVE SOCIAL CHANGE**

Consumers are paying more and more attention to the direct social or environmental impacts of the production and consumption of brands.

Greenpeace's campaign against P&G's use of palm oil in Head & Shoulders shows how effective advocacy groups have become at targeting corporations and influencing change. In another example, the Environmental Working Group's research prompted the sandwich chain Subway to remove a chemical used to make yoga mats and rubber soles of shoes from its sandwich bread.

Brands are at a crossroads. They can stay the course, take the hits as they come and react accordingly. The other option is a road less travelled that directly connects brands with social change.

Toms Shoes, which gives a pair of shoes for each pair purchased to children in more than 60 countries, is an example of a brand with a social purpose. Toms also understands that its original mission of giving shoes to children in need isn't enough anymore and that a multi-faceted approach to social change is necessary. Toms is now producing shoes in the regions where its shoes are given and has changed its approach to giving to better reflect local needs.

Few brands are as socially responsible as Toms but others can establish a genuine social purpose before they are exposed for being irresponsible. Possible initiatives include creating an advisory council of people who are directly affected by how the brand is made and used, partnering with advocacy groups to help identify and rectify irresponsible practices and asking local communities and consumers to assess their social and environmental performance.

Brands have a new imperative and opportunity: to proactively contribute to positive social change. Those that remain on the defensive will continue to be targeted for actions that are irresponsible.



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## **INVESTING IN TRUST**

WANT TO BE CONSIDERED A TRUSTWORTHY BRAND? IT'S TIME TO SET ASIDE ONE-OFF CAUSE PROGRAMS FOR LONG-TERM COMMITMENTS THAT SHOW HOW YOUR COMPANY IS MAKING A DIFFERENCE BY MATTHEW CHUNG



icture your shopper on a Wednesday evening, waiting impatiently at the checkout. They are time-pressed, distracted and, worryingly for marketers, distrustful.

They pull out their wallet, glad to finally be at the front of the queue and almost on their way. But that's when they get asked, "Would you like to give \$1 to ..." With so many retailers running these programs, more often than not the customer leaves feeling skeptical about the impact of their donation, says Phillip Haid, co-founder and CEO of Public, a Toronto-based agency focused on helping brands achieve business objectives while supporting causes.

Haid says a recent national Ipsos survey of 1,082 done for the agency found the most common reaction (44%) is feeling pressured to give and 67% felt it was not clear what contribution a retailer was making when asking them to donate, while 62% said they'd be more likely to give if they understood the brand's role.

"This creates the feeling that companies are [supporting a cause] because they think it is going to make them look good," Haid says. "It isn't fair, because companies are doing more today [towards cause efforts than in previous years], but this is an example of how cause

marketing can turn customers off."

Consumer psychologist Kit Yarrow calls this the "trust deficit" brands have to overcome to connect with this angst-ridden customer, but there are societal forces at play deepening their suspicions that are beyond the control of even the largest corporations.

To start, blame technology, says Yarrow, author of the book Decoding the New Consumer Mind: How and Why We Shop and Buy. Consumers, with their eyes frequently on their smart devices as they walk the street or the store aisle, are more isolated and disconnected from their community, she says. This isolation is, ironically, amplified by the internet, which gives us easy access to information, but allows consumers to get their news from sources that share their point of view, Yarrow notes. So we have fewer collective experiences, further weakening community bonds.

It all nets out to a society of individuals who only trust themselves and people like them, are seeking a sense of

control and who are more suspicious, Yarrow says. For example, in 2005, people needed two sources to believe something was true, but today they need five.

"I think it's a measure of distrust, in that multiple sources are needed for verification," she says. "They've replaced the complete trust we once had for one or two sources.

### **CONTAINING CYNICISM**

The silver lining in this storm of distrust is that consumers are looking to brands to lead positive change in their lives, with 84% of people polled for the Edelman Trust Barometer saying they believe companies can take action that both increases profits and improves the communities in which they operate.

This is where cause marketing can be a differentiator for brands, but it is a double-edged sword, especially when every brand is trying to stand for something by aligning with a cause.

Haid says consumers can suffer cause fatigue, and when companies ask them to donate to a cause when it isn't clear what the brand is doing in return, it fuels cynicism and mistrust.

"It must be authentic and reciprocal, or consumers see through it," he says.

So, to break through in a market where cause

### **Consumer angst by the numbers**

IF YOU'RE WONDERING HOW DEEP CONSUMER DISTRUST AND SKEPTICISM runs, consider Havas Media Group's 2013 Meaningful Brands survey. According to its analysis of 134,000 consumers on 700 top brands and advertisers across 12 industry sectors in 23 markets (additional markets, including Canada, are to be included next year), the majority of people would not care if **73%** of brands ceased to exist, while only **20%** of brands are perceived as making a significant difference in people's lives. Brands in the technology sector ranked high in the Meaningful Brands Index, with Google taking the top spot, joined by Samsung, Microsoft, Nestlé and Sony.

Meanwhile, about **half** of Canadians reported being anxious in the JWT AnxietyIndex released in August, and consumer trust in both government and business has plummeted in recent years, according to the Edelman Trust Barometer. In Canada, just **51%** of the informed public say they trust the government, down **7%** from 2012. While trust in business rose four points in the survey, it still sits at just **62%**.

JWT Canada's front row insights team found **68%** of Canadians surveyed for its trend report say they fear technology is taking over their lives, a sentiment echoed by the New York-based trend forecasting group K-Hole, in its brand anxiety matrix released in January. "We know our preferences are being calculated and used to predict our next moves, but we still don't feel like we can take our hands off the joystick," the group writes. "The job of the advanced consumer is managing anxiety, period."



marketing is table stakes, leading brands are moving beyond the mindset of having a separate CSR program, instead seeking to make tangible differences, then communicate their efforts to consumers, while integrating cause with their business objectives.

In its Social Impact Study released in October, U.S.based Cone Communications says this is how brands should approach causes, identifying issues they want to solve, articulating how those issues are relevant to their businesses and to individual stakeholders and providing ongoing proof of the progress made.

In Canada, Haid and Julia Howell, partner, cause and stakeholder engagement at Corktown Seed Company, point to Shoppers Drug Mart, Canadian Tire and Lee Valley Tools as companies making a difference in different ways, but all taking an authentic approach.

### **STAKING A CLAIM**

Shoppers Drug Mart brought all of its cause marketing initiatives under one banner in 2011 and simply called it Women. The focus and its relevance to both the company and consumers is clear – 80% of its customer base and 75% of its store team members are female – and the decision to direct all of its efforts to women's health came after research found many women neglect their health due to a lack of time, information, motivation or programs available to them.

Lisa Gibbs, director, community investment at Shoppers Drug Mart, says the brand's efforts are supported by targeted donations to related charities, both national and regional, as well as partnerships with



Above left: The Shoppers Drug Mart Run for Women has participants in 10 cities getting pledges to support local mental health programs. Above right: Canadian Tire's "Team Photo" campaign celebrated the community effort to support an athlete's dreams. organizations such as Women's College Hospital and Arthritis Consumer Experts. As well, the initiative is actively supported by the C-suite (CEO and president Domenic Pilla has taken part in the Shoppers Drug Mart Weekend to End Women's Cancers walk), which Howell says is key for driving an integrated approach to a company's CSR.

Shoppers also runs events, such as the Shoppers Drug Mart Run for Women, which launched in the spring of 2013 with six runs. This year, it has been expanded to 10, the first taking place in Unionville on April 26, with participant pledges and donations going to local mental health programs in the race cities. At the same time, the company is taking on a healthcare provider role with its arthritis-screening program, launched in September, based on research that found arthritis affects 2.8 million Canadian women.

Gibbs says the company's Tree of Life program, where store owners select a local women's charity to fundraise for over four weeks, goes some way to establishing it as a trusted part of the community.

"That kind of programming integrates our social purpose as well as our employee engagement and giving back to the communities we serve into one solid package."

"Now that pharmacies are becoming primary healthcare providers, [Shoppers is] assuming a larger role as a public service provider," Howell says. "Their community investment program is working actively in partnership with this broader business strategy. This is the essence of brand 'purpose."

Shoppers Drug Mart is getting good vibes in return.

Gibbs says an Ipsos Reid benchmark report, conducted in 2013 for the brand to help determine baseline perceptions of Shoppers, found its community initiatives have a positive effect on brand perception.

The approach also resonates with its core shopper base, with 26% of Shoppers Optimum members being aware the company supports women's health, compared with a range of 6 to 15% knowing about CSR activities for other well-known retailers, Gibbs says. And internally, the brand image engagement with store and head office employees has increased by 4% and 7%, respectively, between 2011 and 2013.

### **LEADING A MOVEMENT**

Canadian Tire, a brand long synonymous with skates, hockey sticks and bicycles, found a clever way to leverage this history through the "We All Play For Canada" campaign, a multi-level commitment to a cause that builds on its roots.

The brand started the campaign with its "Anthem" spot by agency Cleansheet Communications in August last year, a rallying cry to bring back play. The campaign followed a survey of more than 5,500 Canadian households in 2012, which found children aren't playing as much as they used to because of barriers such as time, cost and a lack of interest due to technology.

That was the insight for a multi-stage campaign that started with a partnership in 2013 with the Canadian Olympic Committee (COC), Hockey and Alpine Canada, as well as the sponsoring of high-profile athletes like hockey players Jonathan Toews and Hayley Wickenheiser.

"We really hit the heartstrings with this topic, but you need authenticity and to come from a place where it is natural for your brand," says TJ Flood, SVP marketing, Canadian Tire Retail. "You have to have both. If a company that doesn't have that natural or earned trust and heritage came out with a message like this, it is not going to resonate."

Its pre-Olympic "Team Photo" campaign revolved around the idea of the traditional team photo but showed the community behind Toews, Canada's alternate captain. The TV spot scored particularly well with consumers, who responded positively to survey questions about it such as "had meaning to you personally" and "gave you an impression that this company understands and supports communities in Canada," according to Can Tire.

"A big part of our equity is community building," Flood says. "That was the premise of 'We All Play For Canada.' It was our way to try and bring all of this investment in high-profile athletics to resonate with what the core of Canadian Tire's DNA is."

As of last year, Canadian Tire had donated around



Lee Valley Tools hosts in-store seminars for the community, with profits donated to charity. \$14 million to help get kids active through its Jumpstart program, which launched in 2005, says Flood, and in November, the retailer helped found the Active at School program, a multi-million-dollar commitment to getting Canadian children and youth one hour a day of physical activity at school. It is backed by the private sector, notfor-profits and the government.

The company also launched the Play Exchange in February with the Government of Canada, the CBC and Lift Philanthropy Partners. The program calls on Canadian individuals, businesses and non-profits to submit an innovative idea to help people live healthier lives, with a \$1 million award for the top idea.

Canadian Tire's community investment has paid off. An Ipsos Reid study from 2013 found 68% of Canadians trust the brand, 78% rate it well for supporting sports organizations and 78% gave it a good rating on its community involvement. Meanwhile, in a consumer indicator study conducted between January and March this year, 75% of Canadian Tire shoppers said they would like to see the company succeed in the future.

### **BAKED-IN BENEFACTION**

Ottawa-based Lee Valley Tools doesn't wave a CSR banner, but its reputation as a trusted brand rests instead on treating its employees well (it has reportedly never laid anyone off) and customers with respect, something that Jason Tasse, its chief operating officer, says is even more crucial now that the retail landscape is rapidly evolving.

"Retail is intensifying, it's changing, there are tougher

competitors entering the Canadian market and the consumer is inundated with information," Tasse says. "Our greatest value propositions are knowledge, great product and trust.

"We firmly believe that with all of this choice, who people choose to give their hard-earned dollars to are those who share a common alignment of interests."

The 36-year-old retailer of woodworking and gardening tools, with 15 stores across the country, does not run marketing campaigns around its CSR initiatives, but its customer-driven fundraising programs are a key part of how it builds loyalty. (For instance, any time the company gets a customer through a name referral, it donates \$5 to its charity pool – distributed to the United Way, the Nature Conservancy of Canada and forest conservation organization Greenwood). Sales of its woodworking and gardening calendars, which it produces, go to charity, as do profits from its in-store seminars, on things such as creating cigar-box guitars.

Since 1996, the company has donated more than \$1.7 million to charity via its customer-involved programs, including \$240,000 through name referrals, \$970,000 from calendar sales and \$540,000 from seminar profits.

Well-rooted as a member of its community, Lee Valley can now leverage its loyal consumers to better grasp their behaviours. It recently created a customer advisory board, which has 9,000 members, to get shoppers involved in the company's strategic planning.

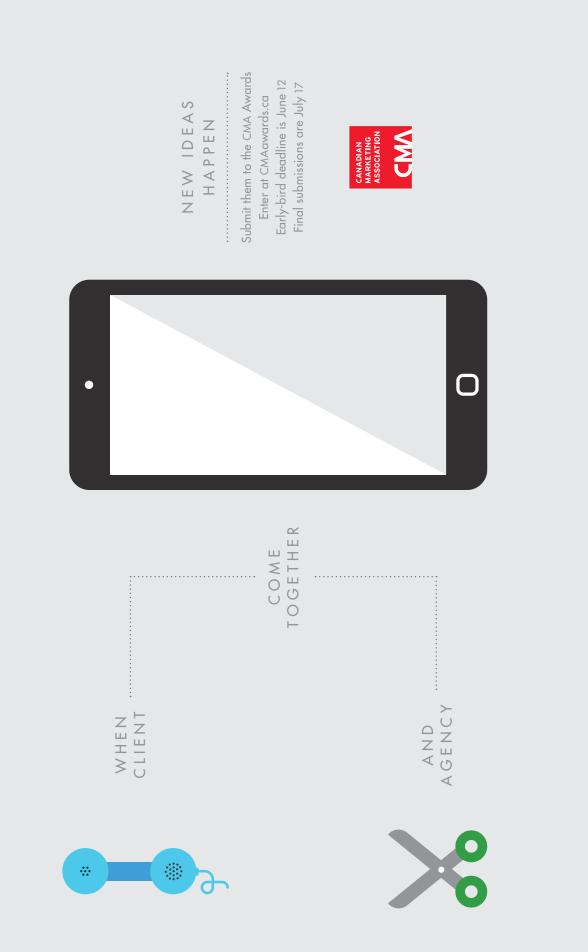
A recent study conducted with the panel, looking into attitudes and behaviours, came back with overwhelmingly positive results, Tasse says, in areas such as "I'm proud to tell people I'm a Lee Valley customer."

### DO WHAT YOU SAY (AND SAY WHAT YOU DID)

While the MO varied, with Shoppers Drug Mart creating an umbrella CSR focus, Canadian Tire creating its own Play movement, or Lee Valley tying giving into day-today activities, each brand clearly articulated what it was tackling, and how, with transparency on contributions and results.

When done right, social impact efforts can be a game-changer.

"Purpose can drive trust and loyalty for a brand," Haid says. "But you have to be clear to your customer about what the cause is and why, then articulate the impact you as a brand want to make." **B** 





## CAUSE + ACTION AWARDS | 2014

### BY JENNIFER HORN

**It isn't old age that's causing** consumer forgetfulness these days. A recent study from Yahoo! Canada shows technology is the culprit for crummy memory and ad recall, which is making marketers' jobs a lot more difficult. It's tricky enough getting consumers to notice, and remember, brands, so getting them on board with your cause campaign is yet another daunting task.

Take a page from this year's Cause + Action Award winners, which managed to demonstrate empathy and action, often thanks to striking visuals that put consumers in the shoes of the less fortunate.

For example, overall winner McDonald's conveyed how Ronald McDonald House impacts the lives of sick kids and their parents with beautifully shot ads documenting the families' experiences. And then there is Dove and its 3D billboards made of real swimsuits and soccer cleats to literally show the effects of poor self-esteem, and also Valin Confection, which addressed the negative perception of ex-addicts by filming their road to employment with a custom-made suit.

Cashmere's ongoing tissue clothing collection and Telus' new "Critter" campaign for WWF that brought its panda mascots to life also indelibly linked brands and their causes in consumers' minds, and impressed this year's C+A judges, who assessed all of the entries on their brand DNA, uniqueness, awareness, legs and overall success.

So to find out what goes into making a cause campaign unforgettable, read on.













"[McDonald's] utilizes a powerful emotional appeal against a clear strategy to drive an outstanding result for a great cause. I'm lovin' it." – GEOFF CRAIG, HEART AND STROKE FOUNDATION

"This campaign struck a chord with me. With a specific, relevant and important cause, it was [persuasive] in its honesty, highlighting real families whose lives have been touched. [It] was effective in leveraging multiple marketing channels with a clear and honest message." - MELANIE AGOPIAN, LOBLAW

"Real moments. Real families. McDonald's strong broadcast and print campaign exceeds all others in illuminating genuine care and driving tremendous meaning to the brand." - LAURIE SIMMONDS, GREEN LIVING ENTERPRISES



## McDONALD'S HOME IS WHERE THE HEART IS

### **INSPIRATION**

For the past 33 years, Ronald **McDonald House Charities** Canada (RMHC) has welcomed families who have a child in the hospital by providing them with affordable accommodations and a supportive environment. The program places families into a House within close proximity to a hospital, especially beneficial for families from out of town (as many smaller cities don't have dedicated children's hospitals) or unable to make the lengthy commute each day. The need to travel far from home to access specialized care is growing, as is the demand for the services, the latter due to advancements in medical treatments, where more children are being treated, but over longer periods of time.

The total number of bedrooms at the Houses has increased to 398 from 268 and the need is projected to rise to 538 by 2017.

### STRATEGY

Research in 2011 indicated that while 94% of Canadians are strongly aware of RMHC, 32% of people don't understand what the organization actually does. So to help educate people about its mission, and subsequently increase donations to expand its footprint, McDonald's launched a campaign that put people in the shoes of those who use the Ronald McDonald Houses.

### EXECUTION

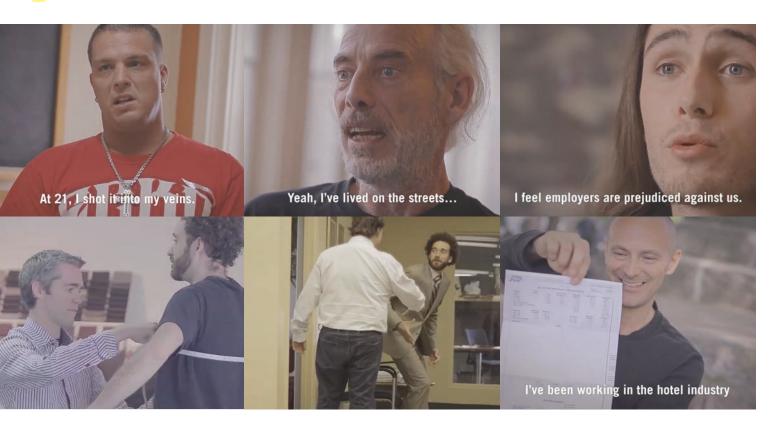
Working with agency Cossette, the campaign included creative on TV, cinema, print, radio, OOH and tray liners in McDonald's restaurants that showcased RMHC with a series of snapshot views that captured everyday family moments of those living in the Houses.

Creative showed how the Ronald McDonald Houses provide a sanctuary at a time when families' lives have been turned upside down. The stories were told through the lens of each family member: mom, dad and child.

By putting themselves in the mindset of these families, viewers were able to empathize with those who are affected and understand the services they require to be near their loved ones.

### RESULTS

The campaign was attributed to a 59% lift in understanding of what RMHC does for families, as well as a 72% lift in donations to help expand the House network and create more bedrooms for families in need. The campaign received coverage in 135 media outlets, as well as \$4 million worth of donated media, which helped generate almost 13 million impressions.





"[This is] a highly innovative program for a new company to showcase their brand. Loved the grassroots and personal side to a campaign that will hopefully encourage the consumer to follow in future years." - TIM FAVERI, TIM HORTONS

"In [a single] marketing execution, Valin has not only been able to make a large impact on a growing problem in Quebec City, [it has] also reinforced the effect a well-tailored suit can have on a man's confidence. For a very modest investment, Valin was able to generate a strong return in media impressions, but more importantly, impact the lives of the participants." – KATE ROBB, KOODO

## VALIN SUITS UP TO STIR SOCIAL CHANGE

### INSPIRATION

There are several steps to overcoming drug addiction, and finding a job is one. However, recovering addicts often come up against an obstacle at job interviews: the negative perception some employers have of former drug users.

So based on the idea that a well-tailored suit can help its wearer make a good impression, Valin Confection, a Quebec Citybased manufacturer of bespoke men's clothing, decided to roll up its sleeves and help others gain social acceptance.

### STRATEGY

Valin had a limited budget and faced competition not only from other bespoke stores, but also from department stores offering ready-to-wear suits. It decided to create a low-cost campaign to help promote its planned expansion and services in Quebec, while also helping Portage, an organization that assists drug users in overcoming their addiction.

### EXECUTION

Valin produced smart tailored suits for former addicts to wear on job interviews. Each participant, young and old, received a new custom-made suit to help dispel prejudice from potential employers and regain their self-confidence.

For the project, dubbed "Fits the Misfits," agency Lg2 created a web video that followed the former addicts for nearly a year, from therapy to job interviews to employment. The Valin Confection website, as well as indoor advertising and newspaper creative, further supported the project and video that launched in November 2013.

### RESULTS

"Fits the Misfits" grabbed the attention of media in Quebec and people shared the video on social media. With an investment of only \$3,000, Valin generated more than \$1 million worth of impressions. But, most importantly, each of the former addicts who received a custommade suit for their interview remains employed and drug-free to this day.

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## TELUS CRITTERS FIND LOVE

### INSPIRATION

The iconic animals featured in Telus campaigns have helped the brand become one of the most recognized in Canada. But consumers were unaware of the reciprocal relationship the brand has with these critters and specifically what Telus has done and continues to do to support Canadian wildlife.

Based on this insight, the brand worked with agency Taxi to find simple ways to motivate Canadians to give back and protect the country's wildlife, while also launching a four-year \$1 million partnership with WWF-Canada.



### STRATEGY

In November 2013, Telus launched its "WWF Critter" campaign, which aimed to raise money to support local Canadian wildlife and its habitats. The campaign included mass media, social media and experiential executions, in addition to a 2014 Telus calendar, holiday e-cards, an app, as well as an internal employee campaign.

### EXECUTION

On the "We Give Where We Live" website, the brand provided ways for consumers to raise funds for WWF and give back to Canadian wildlife. Through TV, online and offline ads, the brand encouraged Canadians to purchase a Telus plush panda with the proceeds going to WWF. Pandas were sold as "the gift that gives back" during the holiday season in stores and online at Givewherewelive.ca.

A "Love Meter" was launched on the website, giving a \$1 donation to WWF for every tweet, Facebook post and Instagram photo using #Hometweethome. In addition, for every "like" or "share" of Givewherewelive.ca, Telus donated another \$1 to the charity organization.

Telus also hit the streets with interactive TSAs where people could press a heart button to show their love and have the brand donate another \$1. There were also "Twitter-powered" vending machines, where every tweet with #Hometweethome dispensed a free plush panda and donated yet another \$1 to WWF. A video of the shoppers interacting with the machine was also housed online.





### RESULTS

In market for only eight weeks, the "WWF Critter" campaign saw unprecedented participation on both Facebook and Twitter. The campaign garnered a reach of more than 180,000 and the engagement rate was 5.3% (10 times more than the Facebook industry standard of 0.5%).

The campaign received extensive coverage from media outlets and bloggers, from Mashable to Vancouver Is Awesome, and nearly 100,000 people visited the website, with 85.4% being unique visitors. What's more, Telus achieved its goal of contributing \$250,000 to support WWF.



"The campaign was very well thought out, leveraging both Telus' and WWF's recognizable link to animals. The Telus 'WWF Critter' campaign had unique and engaging elements, like the 'Love Meter' installation and 'Twitterpowered' vending machine. How could anyone resist getting involved?"

- MELANIE AGOPIAN, LOBLAW

"Leveraging brand identity against a logical and strategic cause, done in an innovative and engaging way. Winner!"

- GEOFF CRAIG, HEART AND STROKE FOUNDATION





## **CASHMERE** CELEBRATES 10 YEARS OF CAUSE COUTURE

### **INSPIRATION**

The White Cashmere Collection (WCC) is a fund- and awarenessraiser for the Canadian Breast Cancer Foundation (CBCF) that hinges on a mega runway fashion show. The bathroom tissue collection is crafted entirely using sheets of Cashmere bathroom tissue and showcases its Pink Cashmere product, with 25 cents from the sale of every package going to the CBCF.

Over the past decade, the collection has featured more than 120 top Canadian fashion designers and has been promoted using almost every platform from traditional advertising to social media.

The goals for the 2013 program were to reassert Cashmere's CSR position, celebrate the collection's 10-year anniversary and surpass 2012's massive media coverage.

### STRATEGY

Until 2013, PR was the primary awareness driver for the program.

Working with agencies Strategic Objectives, Fuse, Totem, John St., Maxus and Propeller Digital, the brand created a multilayered, multi-phased cause marketing campaign that was designed to generate year-round media coverage for WCC. This was Cashmere's most aggressive CSR marketing campaign ever.

### **EXECUTION**

A runway fashion show at Toronto's AGO took place in September, hosted by breast cancer survivor and CTV *Canada AM* co-host, Beverly Thomson. The collection was curated by fashion designer Farley Chatto and starred 20 Canadian designers, whose garments and accessories were crafted using only Cashmere tissue.

The brand executed six bilingual and national traditional and social media campaigns over a 10-month period, and targeted fashion, beauty, lifestyle, news, trade and consumer journalists to create awareness. Toronto, Vancouver and Calgary media tours expanded regional coverage and asked Canadians to visit the brand's Facebook page and vote for their favourite garment. Cashmere donated \$1 for each vote to the CBCF (up to \$10,000).

For the first time, the WCC and CBCF were featured in a national Cashmere TV ad. Also a first, the brand's parent company, Kruger Products, integrated the collection into its trade show and in-store sampling programs to showcase the program as well as the Pink Cashmere products.

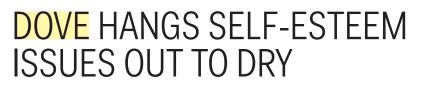
### RESULTS

In the end, more than 155 million media impressions were generated, with 369 media stories as well as five-plus hours of broadcast coverage. The campaign also received more than six million Twitter impressions, 45,000-plus votes and the brand's Facebook fan base grew by an average of 400 per day during the campaign.



"Cashmere does a great job of turning what could be [seen as] silly into something that captures the imagination. It blends a worthy cause with creativity and integrates the product, which is rare." - HOWARD CHANG, TOP DRAWER CREATIVE

"Even more powerful and integrated than 2012, [Cashmere] has created [excitement] around the cause and its products, going way beyond donations." – LUCIE RÉMILLARD, ULTIMA FOODS



### INSPIRATION

Dove recently conducted a study and found that low self-esteem and lack of body confidence prevents girls, particularly ages eight to 16, from doing many physical activities they love, including swimming and soccer.

The brand's challenge was not only to create awareness for its target audience of moms ages 25 to 54, but also let girls know about all the things that the Dove Self-Esteem Project does to promote confidence in themselves and their bodies.

### STRATEGY

With a shocking statistic that "six out of 10 girls avoid doing things they love because they lack body confidence," the brand decided to visually dramatize this truth with an outdoor execution.

Dove created a campaign that would connect consumers to the tangible things the Dove Self-Esteem Project does, which include giving women the tools (such as information guides and games) to inspire each other and the girls in their lives. The brand also wanted to help moms and mentors talk to young girls in their lives about body issues, before they become ingrained and destructive.

### EXECUTION

In April 2013, with the help of Ogilvy, Mindshare and Harbinger, Dove erected two 3D billboards featuring real soccer cleats and swimsuits, along with two large-scale vinyl ads, in busy intersections in two of Canada's largest cities (Toronto

### and Montreal). The billboards

revealed shocking statistics on how body image issues prevent girls from participating in sports. The intent was to raise awareness and help spark conversations between moms, mentors and girls.

million impressions, with media running for over two months. The 3D billboards alone garnered nearly three million impressions. The local execution was well received around the world, and is being picked up and executed in other markets, such as Australia.

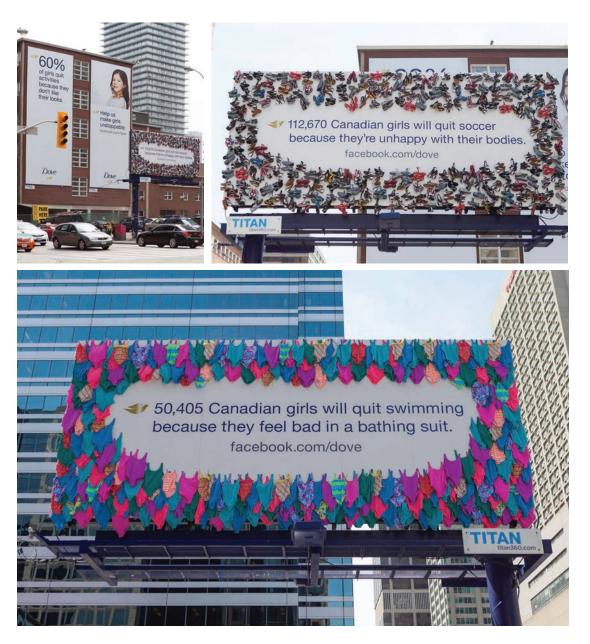
### RESULTS

The campaign generated seven



"[This is] an extension of the ['Campaign for Real Beauty'] that delves deeper. Shocking statistics give legs to the successful campaign and change the dialogue."

- KIM RAPAGNA, TARGET



## ONLINE VIDEO THE NEW MASS ADVERTISING FRONTIER

A STRATEGY SPONSORED SUPPLEMENT FEATURE: STREETING JULY 2014

hen U.S. president Barack Obama went on *Between Two Ferns*, it definitively signalled that online video is the new mainstream. Online video advertising can be more effective than TV, and the limitless brand content opportunities result in seamless entertainment experiences. Unsurprisingly, all predictions point to a massive digital video ad spend increase in 2014.

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MELANIE AGOPIAN SENIOR DIRECTOR,

SUSTAINABILITY, LOBLAW At Loblaw, Agopian supports the long-term strategic sustainability

vision for its brands. She leads the company's commitment to convert its seafood sources to become sustainable through the "Oceans for Tomorrow" campaign, a national consumer awareness program that won a Shopper Innovation Award in 2013. Prior to her current role, Agopian held various strategy, analytics and large-scale project management positions at Loblaw, and was a consultant at management company Accenture.



### HOWARD CHANG FOUNDER AND CEO, TOP

DRAWER CREATIVE Chang has worked as a creative director, strategic planner, television writer

and director, commercial photographer and public speaker. His agency was recently named the first ad shop in Canada to become B Corporation certified. Chang is involved in philanthropy and advocacy work, donating much of his and the agency's time to causes like CAN Fund, Share the Road and the National Cycling Centre.



**GEOFF CRAIG** CMO, HEART AND STROKE FOUNDATION

Prior to his current role at the Heart and Stroke Foundation, Craig was

VP and GM at Unilever Canada and SVP marketing at Maple Leaf Foods. Craig's cause initiatives have included saving dolphins, women's health, community gardens and building girls' self-esteem. He's also a two-time *strategy* Marketer of the Year.



TIM FAVERI DIRECTOR, SUSTAINABILITY AND RESPONSIBILITY, TIM HORTONS Faveri is responsible

for the execution of Tim Hortons' sustainability and responsibility strategy, which includes stakeholder engagement, sustainability reporting and consumerfacing environmental initiatives. He also jointly manages the Tim Hortons Coffee Partnership, a grassroots program that aims to improve the lives of small-scale coffee farmers in regions where the company sources its coffee. Prior to joining Tim Hortons, he was a senior leader in Deloitte's corporate responsibility and sustainability practice.



### KIM RAPAGNA MANAGER, CSR AND

SUSTAINABILITY, TARGET CANADA Rapagna is Target Canada's first CSR

officer, responsible for bringing forward the retailer's commitment to the community and environment, as well as strategic direction to other areas of sustainability. Prior to joining Target, she worked with leading multinationals such as TD Canada Trust, Mondelez International, as well as the World Wildlife Fund. Rapagna serves as co-chair of packaging association PAC Next and sits on the boards of several not-forprofits in Canada.



### LUCIE RÉMILLARD

VP MARKETING, ULTIMA FOODS Rémillard has been with Ultima Foods for the past 20 years, and has

held the role of VP marketing since 2000. She worked closely on the development of yogurt brand lögo that launched in 2012, oversees Ultima Foods community engagements and leads the "lögo, supporting goodness" program, which partners with five community kitchens in Canada as well as with Community Food Centres Canada.



### **KATE ROBB** MANAGER, MARKETING COMMUNICATIONS,

KOODO Robb was a part of the core team that launched

Koodo in 2008 and has spent the last seven years driving the brand's marketing strategy. She has a strong background in telecommunications stemming from several years in project management at Telus. At Koodo, Robb helped to develop Koodonation, an online micro-volunteering community that gives Canadians the opportunity to help not-for-profit organizations, directly from their computers.

### LAURIE SIMMONDS



Simmonds is a cause marketing expert with

a focus on social and environmental program development. At Green Living, she leads a team in brand and program development, custom content, marketing, communications and event management. Simmonds has also helped develop strategies and campaigns around social issues and the environment for brands such as Samsung, The Home Depot, Scotiabank and the Pan Am Games.



| Keywords |          |         |          |    |  |  |            |  |            |  |           | Business   |
|----------|----------|---------|----------|----|--|--|------------|--|------------|--|-----------|------------|
|          | Business | Success | Air punc | ch |  |  | Inspired   |  | Office     |  | Celebrate | By: Max Op |
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TIM HORTONS IS ONE OF CANADA'S MOST ICONIC AND TRUSTED BRANDS AND THE INDUSTRY LEADER IN THE QSR AND COFFEE SPACE. FOR 50 YEARS IT'S BEEN QUIETLY REFLECTING CANADIAN VALUES, EVOLVING AS CONSUMERS DO, AND MOVING FROM SMALL-TOWN "OF THE PEOPLE" ROOTS TO A MORE PRIDEFUL CHAIN. BUT AS IT NEARS ITS HALF-CENTURY MARK, WILL THAT BE ENOUGH TO STAVE OFF GROWING COMPETITION AND RESONATE WITH A CHANGING DEMOGRAPHIC?

BY MEGAN HAYNES

Hortons

Top: "Lillian" kicked off Tims' iconic "True Stories" campaign. Bottom: JWT's (then Enterprise) first ad for the brand. Opposite page: Tim Horton himself with an early donut box.



B

ill Moir, chief brand and marketing officer, often recalls a story he was told about a man who simply revs his engine when he's at a Tim Hortons drive-thru, and the employees inside know exactly who it is.

While researching the brand, I found this story referenced a half-dozen times.

So here are a couple of new stories for Moir: at a Tim Hortons in Borden, Ontario, a red pickup would drive into the lot, and before the driver, a painter who always seemed to wear a pound of paint and a giant smile, even got to the door, staff would have his large regular coffee waiting on the counter. He was in at least twice a day.

Or the one about a very proper elderly couple who would wander in after church each Sunday. Even though all the staff knew their order by heart, they would meander up to the counter and ask for tea, English breakfast (in a silver pot) with milk, two mugs and a biscuit to share. They'd sit next to a window and chat – often with the owner of the red pickup.

It's been 10 years, and I still remember these orders, and more.

In high school, I manned the counter, sandwich bar and drive-thru at my local Tim Hortons, and can vouch that stories like Moir's are true. In my community of about 3,000, Tims really was a hub of activity, a meeting place of the unlikeliest of minds. People knew the owner's name. They knew the staff behind the counter. Some even brought us cookies at Christmas. It wasn't unusual to see them three, four, even five times a day. There wasn't a nearby Starbucks, and boho coffee houses were non-existent, even in the nearby city of Barrie. Competition was minimal, but that's not why people stopped by for their morning cup of joe.

According to Johanna Faigelman, a cultural anthropologist and president of Human Branding, who has studied how coffee plays into Canadians' lives, Tims' success comes from a brilliant job reflecting Canadian values, which has imbued a sense of trust that few other brands have achieved.

"Many Canadians feel this connection to Tim Hortons because it has the values [humbleness, loyalty, perseverance] we do," Faigelman says. "But a company like Starbucks – while I might drink their coffee – I feel like it's foreign to me. It's not who I am. It's a bit too flashy, a bit too extreme. There's something humble about Canadians. And there's something humble about Tim Hortons."

### TIM HORTONS WAS ALMOST a steak house.

The legend begins with Miles Gilbert (Tim) Horton, a defensive player for the Maple Leafs back when they stood a chance at winning the Stanley Cup.

With an annual salary hovering around \$12,000, according to Douglas Hunter in his book *Double Double: How Tim Hortons became a Canadian Way of Life, One Cup at a Time*, Horton wasn't pulling in nearly as much dough as his counterparts today. Nike and Gatorade weren't signing hockey stars. Any lucrative sponsorship



Clockwise from right: Early ads promote Thermoses and Timbits. Tim Hortons' early store in Hamilton.



Anytime is

's time



deal would have to be on his own terms.

And though additional revenue was a motivation, according to Hunter, Horton also just really loved the concept of owning his own restaurant.

Hence the steak house, which would have been located in Toronto in the early '60s. Specifically, a drivein steak house. But for reasons unknown, the resto never came to fruition, so the famous hockey player fell into another food venture shortly after – namely a burger joint that also bore his name or sometimes jersey number, which he invested in, but was owned by his brother. (After Horton's death, it would be turned into a German food store. Horton's brother apparently didn't want to run the chain capitalizing on his brother's legacy, according to Hunter.)

### WHILE BRANDS LIKE MCDONALD'S, ARBY'S AND HARVEY'S WERE THRIVING, TIM HORTONS SUCCEEDED BY BEING A NICHE PLAYER

Hunter says there are some discrepancies in the story of how Horton came to decide on a donut shop next (and all parties who would have actually been involved in the decision – Horton, his wife and James Charade, who claimed to have had the idea in the first place – have all since died), but in 1964, Horton opened Tim Horton's Donuts (with an apostrophe, which it would ditch in the early '90s to comply with Quebec language laws) on Ottawa Street in Hamilton.

At the time, he was competing against 40 other chains in the city of steelworkers, and Hunter attributes early success to carrying quality products and being open 24 hours a day, drawing in the midnight shift-change at the factories.

Horton himself carried much of the advertising in the early days, mostly on in-store and POP. By tapping his hockey buddies to make guest appearances, they were able to draw in a crowd.

An early TV ad featured six donuts (including the "famous Tim Hortons Dutchie") and the fresh coffee, but emphasized the best reason to come in was to meet the "happiest people," featuring five very-'70s looking gentlemen leaning back from the counter, all smiles. Those guys? Horton himself, alongside fellow Leafs Pat Quinn and George Armstrong and Hamilton Tiger-Cats footballer Angelo Mosca, according to Ron Buist, the head of marketing from 1977

to 2001, in his memoir *Tales from Under the Rim: The Marketing of Tim Hortons*. The fifth man, Buist says, was apparently a mystery man pulled off the street, adding an air of intrigue against the familiar athletes. You never knew who you would run into at Tims.

Success and growth was a slow but natural progression, opening stores when the funds were available, with everyone involved pitching in to help bake or market the brand. Franchisees started coming on board, and the brand began to take off.

**AS FAR AS MARKETING IS CONCERNED**, much of the brand's efforts before the '90s weren't particularly memorable. Moir admits he can't even recall a single campaign created before his arrival at the brand.

Some notable shifts did occur, of course. In 1965, Ron Joyce, a former Hamilton police officer, came on board as a franchisee (and later, partner and owner), and convinced Horton to step away from using his celeb status to drive sales.

As they moved into the '70s, focus shifted instead onto the "Always Fresh" tag and emphasis was placed on high-quality food. And when Horton died in 1974, the brand moved away from hockey-related ads, focusing its involvement with the sport on local leagues like the Timbits hockey programs.

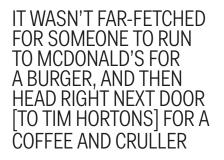
Most marketing focused on the food, with a return

#### FROM THIS ANGLE, YOU DON'T LOOK A DAY OVER 50.

rs

Happy 50th Tims, from your digital AOR.





to television in the early '80s. Spots used products, not actors, allowing the brand to repurpose most assets for both French and English Canada. By the '80s, Tims had also dropped "Donut" from its name.

And while its TV-centric method had success (commercials usually meant

a big increase in sales, Buist says, pointing to a strawberry tart campaign that caused a run on the new product, forcing the company to buy every single flat of strawberries in Newfoundland), the bulk of the brand's growth came down to selling sought-after products, lucking out with real estate and truly understanding the commuting culture.

The '70s through to the '80s were a time when commuting became the norm and Canadians began to eat out en masse. According to Hunter, one Dominion Institute report conservatively estimated Canadians spent \$1.2 billion on food out of the home heading into 1970. That number only climbed.

And while brands like McDonald's, Arby's and Harvey's were thriving, Tim Hortons succeeded by being a niche player. It didn't compete against the burger joints – and



#### **Rolling up a winner**

As this article is written, Roll up the Rim is in full swing. So how did this contest become what it is today? It started with the desire to bring in new customers, reward existing ones and subtly encourage people to

upsize their coffee orders, according to Buist in his book *Tales from Under the Rim*. Working with the brand's cup supplier, the marketing team considered how to create a contest on cups.

After the supplier informed Buist the lip of cups could be rolled up, revealing blank white space underneath, he had his "aha" moment, and the idea was born.

The first year, prizes only included small Tim Hortons products, like free donuts or coffees, but it was quickly expanded to include cars, televisions and barbecues.

Competitors have since worked to combat the Roll up the Rim juggernaught with their own pushes playing off a similar theme (Country Style started Turn up a Winner, Coffee Time has Flip to Win, while Robin's Donuts carried Sip to Win) and considerably larger prizes (including a \$1 million grand prize).

Middleton recalls a myth that border control guards would occasionally ask travellers to name a famous food restaurant contest. If they named Roll up the Rim to Win, they were deemed "Canadian."

This particular myth may stem from a commercial that aired in the late '90s, featuring this same premise, prompting the important question – which came first: the myth or the ad?

could indeed survive right next door – instead playing in the pure-play donut and coffee space. Competitors were only regional in nature and it wasn't far-fetched for someone to run to McDonald's for a burger, and then head right next door for a coffee and cruller (or, by this point, croissant or cake, new menu items introduced along the baked goods line).

Though Tim Hortons didn't carry much of a brand identity in its early years – not compared to its ubersuccessful branding today – much of its success stemmed from the fact that it retained a very small-town feel, says Alan Middleton, professor of marketing at the Schulich School of Business, who has also researched the brand.

Franchisees were from the community. Employees knew the patrons. People were encouraged to loiter. And unlike a McDonald's, which had a bit of a "big corporate chain" feel to it, Tim Hortons continued to scream "hometown."

When the brand hired Enterprise (which later merged with sister agency JWT Canada) as its AOR in December 1989 (following a partnership with Saatchi & Saatchi Compton Hayhurst), the entire ad budget was a measly \$2 million for less than 300 locations.

"We were brought in specifically to help raise Tim Hortons above the donut genre," says Doug Poad, VP of strategic planning on Tim Hortons for JWT Canada, who has been on the account since 1990 (with a brief period away in the early 2000s). By this time, the donut and coffee space had become crowded, with brands like Dunkin' Donuts, Coffee Time, Country Style and Robin's Donuts all competing regionally.

The first TV spot from the agency, in 1994, featured a pair of women in a Tims with a snowstorm blowing outside, waiting and worried for a customer, unsure if he could navigate the snow. The women put on a fresh pot of coffee for him anyway. He later arrives – driving a snowplow – followed by a handful of new customers. It was the commercial that launched the jingle "You've always got time for Tim Hortons."

"That still has a lot of residual awareness," says Poad. Go ahead, try saying it without singing it.

And this is where the brand was truly successful, integrating itself into the day-to-day of Canadians, setting the stage for its future icon status, Middleton says.

People didn't just order coffee, they ordered Double-Doubles (since introduced as a word in the *Oxford Canadian Dictionary*). Donut holes were called Timbits (invented, apparently, by Layton Coulter, who was not on the marketing team at the time, but rather part of the construction department) and are on par with Kleenex and Band-Aids becoming generic names for a product, even in other donut shops in Canada. Roll up the Rim to Win, introduced in 1987, holds the status as one of the country's most iconic contests.





Two memorable Tims "True Stories" ads feature immigrant fathers emotionally connecting with their families. This all played into the mythology of the brand, Middleton says.

Though no one spoken to for this article can really recall the early ads, everything feeling a bit "forgettable," the brand had been ingratiated into the country's collective consciousness, he says.

**THOUGH TIMS FACED** competition in its first three decades, the other donut shops proved to be small potatoes compared to what was coming.

It wasn't until Tim Hortons faced a serious challenger that it pulled

ahead of the pack to become a Canadian icon, ironically coming on the heels of the brand's purchase by American company Wendy's in 1995, which allowed the QSR to open co-branded locations alongside the burger joint, expanding its footprint.

Starbucks had promised to enter the market, bringing with it the perception of higher quality coffee. Despite having never tasted a cup, in 1995, 20% of Canadians believed Starbucks had superior brew compared to Tim Hortons, says Poad.

Alongside efforts to break into new day-parts with the introduction of bagels in '96, followed by sandwiches and soups a few years later, Tims needed to refocus its marketing efforts on its bread-and-butter item: coffee. But how do you galvanize people to buy a product they can make in their own home?

"We'd done a lot of research around Canadian values – what Canadians find important," he says. "Things like personal friendships, loyalty and perseverance." Our greatest heroes were not the larger-than-life athletes or superstars, like our American counterparts, the Tims researchers learned. It was our parents, who had "made something of themselves," Poad says.

Culling through information from focus groups, they stumbled across the story of Lillian, a little old lady who lived in Nova Scotia, who would trek up and down a steep hill each day so she could enjoy a cup of coffee at Tims. And they used the actual Lillian in the spot – making it a documentary of sorts, launched in 1996. Thus the Tims "True Stories" were born. What would follow included ads about "Sammy," the dog who would bring his owner a cup of coffee, or a group of horseback riders out in Squamish B.C., who were such frequent Tims visitors, the store owner put a hitching post outside.

These are the most memorable and effective commercials the brand has made, Middleton says. Just

look at the lengths people would go to get a cup of Tims – it must be a superb experience.

The secret to the brand's success was that the spots represented attributes held dear to Canadians, says Paul Wales, EVP and ECD at JWT, who has worked on Tim Hortons since 1999. Lillian was all about perseverance; Sammy, about friendship.

Canadians, Poad says, were becoming a more prideful people – finding their own identity and finding honour in their nationality, and campaigns began to reflect that – with tales of expats recreating Canadianess in their homes away from home (including the requisite cup of Tims) or Tims travel mugs worn as a badge of honour while travelling abroad.

And towards the mid-2000s, it became less about the lengths people would go to get a cup of coffee, but rather the role Tims played in Canadians' lives.

New spots focused on how a cup of coffee helped bridge a generational gap ("Proud Fathers," showing an immigrant dad who reconnects with his son over a cup of coffee at the grandson's hockey practice), or how a cup of coffee could welcome new immigrants to Canada ("Welcome Home," featuring another immigrant father gathering supplies for his incoming family, unfamiliar with Canadian winters), tugging at heartstrings.

The brand grew immensely during this time, benefiting from the new Wendy's ownership, as well as a more robust 52-weeks-a-year media buy (today handled by Mindshare) focused on new product offerings. But the Tims "True Stories" are what elevated the brand, making it something relatable to Canadians, Middleton says. What's more, the characters looked like people you might pass on the street, he adds. "Everyone" was Tim Hortons' target, so Tims targeted everyone.

"People in the commercials have never been heroes, always people like me. People related to [Tims 'True Stories'] because it was an evocation of their relationship with the community," Middleton says. "It was the way we wanted our lives to be."

Cultural sociologist Patricia Cormack, professor at St. Francis Xavier University in Nova Scotia, says these spots were so successful, they have become part of Canadians' self-image.

In other words, Tims got us because Tims was us.

The '00s could be considered the golden years for the chain, quietly pulling ahead of McDonald's as the most successful and profitable Canadian QSR. The brand opened its 2,000th location in 2000, politicians began actively seeking out the "Tim Hortons" voter, making frequent pit stops on campaign trails at nearby shops. Prime Minister Stephen Harper held a special event honouring the repatriation of Tim Hortons when it split from Wendy's in 2009 for tax purposes. The Royal Canadian Mint chose the restaurant to be the exclusive

strategy May 2014 39

#### **The Quebec onslaught**

Quebec is a tough market to crack, as many English entrants may be aware. And what's more, though there had been a handful of locations in la belle province since 1977, Tim Hortons competed with the much better-established Dunkin' Donuts, which had already gathered a loving and loyal following.

The decision was to focus on two characters, Minou and Pitou, using two well-known Quebec actors, Patrick Labbé and Elyse Marquis, in the title roles. They made the brand a household name, and the push was so effective, the brand drove out the competition. Today, there are only 11 Dunkin' stores left, down from 200 in 1998. Dunkin' Donuts franchisees sued the U.S.-based head office for ignoring their pleas to heed the incoming "Tim Hortons phenomenon."

In 2012, a Quebec Superior Court judge agreed with the plaintiffs, saying Dunkin' had abandoned the Quebec market, awarding the 32 franchisees more than \$16 million.

distribution partner for special commemorative poppy coins, and here at *strategy*, we named it one of our Brands of the Decade.

But once you're on top, where can you go?

**FROM 2010 ONWARDS**, there was a sea change in the QSR space. Starbucks – with its higher price point – wasn't the main competition anymore.

The peaceful coexistence of the niche donut shop and nearby burger joints was over. With much richer lunchtime and breakfast offerings, McDonald's and Subway were the new entrants. In 2008, McDonald's began making an aggressive play for the breakfast segment – and to win at breakfast you need to win at coffee, Middleton says – launching McCafé, hoping to entice Canadian coffee drinkers away from Tims. It began actively promoting with free coffee giveaways, coinciding with Tim Hortons' very successful (and still dominating) Roll up the Rim promotion.

And it had some success. Though Tim Hortons still maintains a 70-to-80% share (depending on the source) of the coffee market, by its own count McDonald's estimates its coffee share has jumped to 10.3%, doubling in four years.

At the same time, the new millennial and gen Z demos were growing up, and they weren't as enamoured with the brand as their predecessors, preferring to go for wraps (a market both McDonald's and Subway compete in), or local, non-chain options, says Middleton.

Tims' same-store sales have slowed over the past few years and it's had a very public defeat in its attempts to enter certain U.S. markets. Sales growth has hinged on its footprint growing, but the brand has nearly reached capacity, blanketing the Canadian landscape with the brown and red locales. A 2009 partnership with Cold Stone Creamery, rolling out 100 branded locations of the ice cream parlour within Tim Hortons across Canada, flopped, falling victim to Canada's long, cold winters.

To combat the decline, the QSR has started quietly renovating its locations with plush chairs, exposed bricks and Wi-Fi, encouraging people to once again sit for a while. TimsTV is being rolled out across the country to offer a proprietary entertainment network, and a new loyalty program and co-branded credit card with CIBC launched in February 2014, designed to encourage more frequent visits (offering 1% cash back redeemable at Tim Hortons).

New foods have been slowly introduced, including panini sandwiches, wraps and dark roast coffee.

The brand has also shuttered a number of its underperforming U.S. locations and has stepped away from the partnership with Cold Stone Creamery.

And while the brand has moved away from the quiet, unassuming approach evident in the early "True Stories" years, that may actually be best for the brand, reflecting the new Canadian mentality.

According to internal research, Tim Hortons has found Canadians are a more prideful, celebratory people who aren't afraid to boast a bit. (Faigelman agrees based on her own research, noting the change among Canadians in their cultural habits.) As a result, there's been a shift in marketing efforts to be a bit bigger, bolder, and yes, celebratory.

"Jump the Boards," for example, features hockey prodigy Sidney Crosby and a stadium full of people taking to the ice to compete, declaring hockey is "our game," in advance of the Sochi 2014 Olympics.

The brand has also been active in the digital space, working with digital AOR OgilvyOne. And Tims is jumping on opportunities to align itself with other Canadian icons on social media, such as a creating a special donut-Timbit concoction for Jason Priestley after his appearance on *How I Met Your Mother*, a special mug of Ryan Gosling's mug, or a Deadmau5-inspired treat.

It's the approach the brand took for its 50th anniversary campaign as well, which features three



#### "THE ENTIRE BRAND IDENTITY HAS BEEN HUMANIZED INTO STANDING FOR 'BEING CANADIAN.'"

 Johanna Faigelman, cultural anthropologist and president, Human Branding

Tim Horton

<sup>NCE</sup>·DEPUIS



Opposite page, bottom: A special donut created just for electronica's Deadmau5. Above left: A one-off promo for Ryan Gosling features a custom mug; "Lillian" marked the brand's start to becoming a cultural icon. friends walking through the decades, reminiscing about past cups of coffee. It's not the heartstrings-tugging ad of say "Proud Father" or "Welcome Home," or the true story of "Lillian." It pokes fun at the past five decades with overemphasized cultural icons in a whimsical way, but it's something Canadians want to see, says Glenn Hollis, VP brand strategy, marketing, digital and experience at Tim Hortons. It's geared at the loyal fans, he says, those who grew up with the brand. The anniversary campaign also features special packaging from design firm Pigeon.

"[Tim Hortons] evolved with us," says Middleton of the brand's continued success. "It evolved from coffee and donuts, gradually over the years into different day-parts. It started very modestly." Much like Canadians.

And it's that slow-building embodiment of consumers' values that has given us the sense of trust in the brand, says Faigelman, and one of the reasons we flock to it for our morning cup of joe, afternoon donut or evening sandwich. "The entire brand identity has been humanized into standing for 'being Canadian,'" she adds. "And that's a really formidable task."

As Canadians shifted from small-town roots to suburban car culture to a more boastful nation, the brand ingratiated itself into our collective conscious. It wasn't for us, it was *of* us, and that's perhaps been its greatest marketing tool to date. **B** 

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## understanding WOMPAN

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S ince women control 80% to 85% of all consumer purchases, understanding and meeting the needs of female consumers is crucial. But it's getting harder for marketers to effectively reach this time-starved demo, who is dividing their increasingly rare spare time among newfound screen destinations – from the likes of Pinterest to Netflix. Plus, while the role of women has changed dramatically, not all marketers have evolved their strategies to keep pace.

We all know that famous David Ogilvy line, "The consumer isn't a moron; she is your wife." But, Ogilvy really nailed it with the rest of the quote, advice that is still very much relevant today, "You insult her intelligence if you assume that a mere slogan and a few vapid adjectives will persuade her to buy anything. She wants all the information you can give her."

There is an abundance of consumer research and niche channels – both online and offline – available now to help marketers reach women with the brand information they want, but the key is to deliver it in the most effective community and environment, which is likely not on the brand's own turf.

Donna Hall, senior director, Marketing Strategy, at Torontobased SRG (Solutions Research Group), says that one of the more significant trends the company has seen in its tracking is that women have migrated to online for their visual information and entertainment. "That means Facebook, Pinterest, Instagram and definitely online video, especially YouTube. In fact 56% of women visited YouTube in the last week, based on our tracker, Digital Life. That means for everything from beauty and fashion content, to vlog and blog stars, to how to fix things at home. One 20-something female in a focus group who had just re-caulked her bathtub referencing a YouTube video, told me she was sure she could teach herself to build a house with YouTube."

Hall says that women in the 18 to 34 demo are fully 'digital natives' since they have always lived in a time with full access to the internet, and they are also more mobile, with larger screens on mobile phones making the internet fully searchable and at their fingertips. This is vital, she says, because women with kids, some of whom are also working outside the home, are even more timestrapped then ever so quick access to visual information and entertainment is important to them.

Marketers should keep in mind that the under-30 segment of women is much more ethnically diverse than the older segments, says Hall. "You can't come up with a strategy to reach women in that age group without acknowledging that difference – and the affinity to digital is even more pronounced among ethic segments."

Earlier this year Toronto-based PR firm Strategic Objectives compiled research that compares the use of social media by women versus men. Of the 3.8 million Canadians that use Pinterest, 66% are women. Out of the more than 10 million Canadians using Twitter, 51% are women. Women are also more socially engaged on Facebook than men and are also 18% more likely than men to follow a brand on Facebook.

The content and tone of brand messages are as important as the channel. Despite their economic power, influence and careers, a large majority of women still feel misunderstood by marketers. Less than 15% of ads are directed specifically to women and less than 5% to men. The remainder are one-size-fits all, targeted to everyone without considering gender differences in response to ad messages.

A Millward Brown research paper found that women respond to emotional ads while men enjoy light-hearted and humorous ads. Not surprisingly, men respond to sexual imagery in ads but sexist or erotic ads alienate the majority of women.

Aside from media channels, strategic partnerships and sponsorships reach busy women where they spend their free time. But the nature of sponsorship activation has also become more akin to the social media mode of messaging – subtle and collaborative. For instance, Scala Network offers partnership opportunities for its workshops, conferences and networking events, but brand involvement is much more organic. Scala's membership includes a large number of women in the marketing industry along with a growing number of women in the legal, financial, education and not-for-profit sectors, so the most important aspect of any brand partnership is that it's not just about promoting a brand, the partnership has to provide value and relevance to the community of professional women.

Christina Greenberg, president of Scala Network, says that Scala is pretty transparent and choosy when it comes to partner involvement. "If we have a partner that wants to reach a segment of our membership base, we require a proposal on how they will create an authentic dialogue with our members that will enhance their lives. We work with partners that, just like our members, have needs, and we look for clever and organic ways to satisfy them all."

Research makes it clear that marketers targeting women must get to know their target audience better, to take into consideration the differences in the way women respond to advertising and consume media as well as their changing roles and lifestyles. The marketers that create relevant brand experiences that fit into and improve the lives of women will win their attention – and potentially, their loyalty.

## Scala members don't just join our network.

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Right: Scala For Women's events are augmented by support programs. Far right: Scala Network president Christina Greenberg.



#### Scala For Women: networking leadership

It's not easy to break through the glass ceiling but even for women not aiming to make it all the way to the top, the road to middle and senior management is not without potholes. Scala For Women is a network designed to give women the skills, attitudes and self-awareness to help them advance to the next level in their careers.

Christina Greenberg, president of Scala Network, worked for 13 years at the Canadian Marketing Association and was VP of Education & Professional Development before leaving in 2012 to combine her passions for marketing and advancing women in business. She says that Scala offers a comfortable environment with small, inclusive gatherings, an aspect particularly important for women between career moves.

"Scala is not just about another newsletter or event. Programming is designed around the needs of members and lead by hand-picked leaders that don't just talk at members, they engage them in debate and work with them on site to work through some of the biggest challenges that they face," says Greenberg.

Programs include Advancing Leadership and Take the Lead Series, a unique and intimate executive program to prepare women leaders to advance to the next level. "Our programming cultivates relationships through collaborative learning on a continued timeline," says Greenberg. "We have one-off conferences, but

where we excel is through programs like our Take the Lead series. These women stay together throughout the year and support each other through personal and professional milestones."

Scala for Women members come from a cross-section of industries but because of Greenberg's relationships in the marketing world, the membership base skews strongly to women in marketing, advertising and communications. The network also has a growing number of entrepreneurs across all industries including legal, financial, education and not-for-profit sectors. Its corporate membership is why Scala is selective about who it partners with.

Scala has a comprehensive partnership package for brands wanting to connect with a segment of the network's membership, but the partners have to be a natural fit and create conversations with members that will enhance their lives. Scala events offer partners the opportunity to engage with smaller groups and to lead discussions on topics where they are thought leaders. The investment of a series partner also covers the cost of attendance for an emerging woman leader from their company plus registration for a woman in transition.

Belonging to Scala Network is free, and right now Scala's membership is GTA based, but due to interest from other markets, new branches will be set up over the next few years.



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#### SHOPPER MARKETING FORUM AND INNOVATION AWARDS 2014

The two-day Shopper Marketing Forum was held in March at the Hilton Toronto, with industry experts weighing in on the evolving shopper landscape. The conference wrapped up with Ikea and Leo Burnett picking up the Grand Prix at the Shopper Innovation Awards for their "Learn Ikea" campaign.







1. & 2. Co-chairs Jennifer Salter, director, shopper marketing at Kraft Foods Group, and Wes Brown, senior director, brand management, Loblaw Companies Limited | 3. Jason Dubroy, VP, managing director, Shopper DDB | 4. Kit Yarrow, chair, Department of Psychology, Golden Gate University | 5. John Bradley, author, Yknot Publishing | 6. Montreal's Bob Agence and Unilever celebrate their win | 7. Sobeys and The Working Group show off their award | 8. Nola Martin, senior marketing director at Maple Leaf Foods, presents at the award show | 9. Jeremy Farncomb, account supervisor, and Anthony Chelvanathan, group CD at Leo Burnett, with their hardware | 10. A panel of millennials talk spending and the next generation of shopping | 11. Sébastién Fauré, president, Bleublancrouge | 12. Shopper DDB and Tribal Worldwide with their winnings for the night.











### **BCON EXPO | 2014**

Media and marketing industry folks convened at Toronto's Arcadian Court + Loft on March 19 to brush up on all things branded content, from the opening keynote on "Branded Content is King – The Future of Entertainment" to upfront sessions with the CBC, Shaw Media, Postmedia, the *Globe and Mail*, Bell Media and AOL.







1. Co-chair Judy Davey, EVP activation, ZenithOptimedia, addresses the audience | 2. James Spader made a (cardboard) appearance at Shaw's upfront. | 3. Opening keynote speaker Laura Caraccioli, president, content marketing at Electus | 4. The CBC's Susan Taylor talks content and programming during the broadcaster's upfront session | 5. Bell Media's Mike Cosentino speaks of the broadcaster's planned activities around new content | 6. Connie Corner, manager, brand partnerships at the *Globe and Mail* | 7. Cheryl Hickey, host of *Entertainment Tonight Canada*, presents | 8. Molson Coors, Starcom MediaVest Group and MEC Canada execs explore new tech and unusual approaches to branded content | 9. Robert Rose, chief strategist at the Content Marketing Institute discusses content metrics | 10. Red Bull and MTV's *McMorris & McMorris panel* discussion | 11. Vice Media's Spencer Baim and Free Agency's Chris Unwin on partnerships and the future of journalism.

## Just cause: the power and need of shared value

BY GEOFF CRAIG



here's no sharper vision than that of the consumer eye. It sees everything.

Increasingly judgmental, consumers don't just want to buy something, they want to do something through the products they purchase. Or rather, they expect the companies to do something.

Fueled by the availability of information, they've become watchdogs, scrutinizing corporations – eager to see their dollars make a social impact.

Your company wants to do the right thing, but how? How does a corporation maximize philanthropy and sales under such a watchful and critical eye?

Cause partnerships are the obvious answer. But they can't be paper thin. Slapping on a "sponsored by" label is not enough.

I raise this issue having sat on both sides of the fence. Now I'm the CMO for the Heart and Stroke Foundation, but it wasn't that long ago that I was building brands as the SVP for Maple Leaf Foods and as the GM and VP of brand building for Unilever.

However, we were trying to do so much more. For example, the power of



GEOFF CRAIG is the CMO of the Heart and Stroke Foundation of Canada, which aims to significantly reduce the risk factors and death rate from heart disease and stroke by the year 2020. Dove wasn't the "Campaign for Real Beauty," but the investment in the self-esteem of young Canadian women that led to workshops and lectures designed to boost selfimage and selfconfidence. Now as the CMO

Now as the CMO of a charity, I'm looking through a different lens. I'm knocking on the doors of corporate Canada and



Dove, with its work to promote positive self-esteem, is among the brands that recognize the value in investing in a cause.

encouraging them to partner with us. And I can say with sincerity, this is the time to build brands and set in motion shared objectives that truly make a difference.

Success lies in the belief that charities and industry can and need to develop brands and strategies together for the long term, not just the next quarter or year.

That's the new wave of thinking coined by U.S. competitive strategy expert Michael Porter, who believes today's successful companies are engaging in what he calls "shared value" – practices that help a company grow while addressing social conditions in the communities in which it operates.

Growing support of Porter's shared value philosophy was demonstrated at an industry focus group Heart and Stroke hosted in November to better understand corporate sponsorships in Canada.

Ten leading organizations, a mix of current partners and prospects, were at the table. Whether from the perspective of a major bank, a national retailer or a leading CPG brand, participants voiced a common desire for deep cause partnerships that resonate with customers and employees. They wanted the flexibility to build multi-year engagements. And most importantly, they stressed the need to integrate the cause into their marketing and operations in ways that are authentic.

Imi International, a respected marketing consultancy, stresses companies need to "activate partnerships" that not only support the "mission" programs of the cause, but also involve investing in cause promotion and consumer engagement through their own communications channels.

When contemplating partnerships, consider that people trust charities. According to an Ipsos Reid poll, eight in 10 respondents felt charities play an important role in society to address needs not being met by the government or public/private sectors.

While encouraging, there's still that watchful eye of the consumer. We call them donors, but their expectations to deliver results are just as high.

That consumer eye wants to see your commitment to a good cause and our ability to bring about change. Your eyes will widen at the sight of stronger sales and a strengthened brand.

# **Exploring uncomfortable thoughts to find insights**

BY MARC STOIBER

ot so long ago, social media was lauded as a game changer. It would forever alter the relationship between consumers and brands.

Not so much.

Social media is an executional tactic. It has much in common with websites, ambient media, guerrilla media and product placements. When they were new, each of these tactics were hailed as game changers. Why? I believe it's because communications folk have an insatiable hunger for incremental innovation. That is, stuff-that's-new-butnot-so-new-it-might-upset-the-applecart innovation.

Don't get me wrong – I love the way social lets you DIY research, asking consumers what they want from your company. If nothing else, it loosens the chokehold research companies have put on agencies for so long.

I also love that you can turn your fans into your media channel via social, empowering them to tell all their friends about your company. I don't see TV, print or billboard ads going away anytime soon, but isn't it nice to play the social



MARC STOIBER is a creative strategist and former CD currently taking six months off in Bali to write a book on future-proofing brands. This column is an edited excerpt from that book. card when you're negotiating with TV or newspaper media reps? You may get a better deal, and perhaps even a few freebie hockey tickets to make nice.

My point is, the fundamental bit hasn't really changed at all: Client goes to agency with product, and tells agency what they want to say about it. Agency takes money, and communicates using all the creativity and tools at its disposal. Insert latest tactic here.

However, very few (if any) agency people ask the client if the world needs this product, if this product will improve the human condition, if there is any real burning belief in the product. That would be the sort of communications innovation that would build massive credibility for our industry, give clients pause and send agency bean-counters into heart palpitations.

That, my friends, would be a game changer for the industry.

questions to them? Then try out a few of their solutions, learn from the experience, and repeat the exercise again and again?

We may never see products that hurt people banned from advertising. But pushing ourselves to think – and pursue – uncomfortable thoughts would certainly keep the business fresh.

Companies like IBM, with its Jam events, are already doing just that. If you aren't familiar with the concept, IBM invites thousands of people around the world to "jam" on an idea over the course of 48 hours. (I participated in one on sustainable work.) They link together –

#### PRODUCTS THAT HURT OR KILL PEOPLE SHOULDN'T BE ADVERTISED...WE MAY NEVER SEE PRODUCTS THAT HURT PEOPLE BANNED FROM ADVERTISING. BUT PUSHING OURSELVES TO THINK – AND PURSUE – UNCOMFORTABLE THOUGHTS WOULD CERTAINLY KEEP THE BUSINESS FRESH

"Arrogant bastard," you're saying. "What gives you the right to decide what is and isn't a worthy product?"

Nothing. I'm just one voice. But if my experience connecting dots is anything to heed, big changes often start with uncomfortable thoughts.

So here's a thought to start us off: products that hurt or kill people shouldn't be advertised.

I hear the howls of derision rising. Does that include fast food and pharma? Don't consumers need to take personal responsibility? What if a product helps some, but hurts others? What if a company makes good, and not-so-good, products? How will all the makers of "bad" products survive?

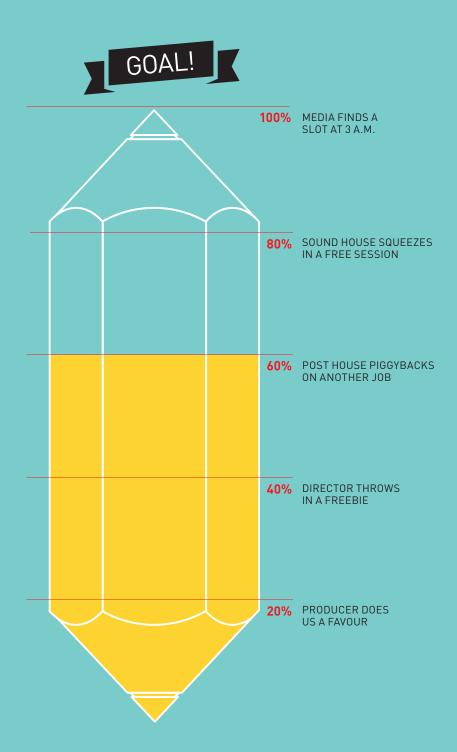
Beats me.

But what if we could put together a few thousand bright minds and pose these

demonstrating IBM's power to connect – and come up with, blend and build on ideas. You can sign in over your morning coffee, see an idea that was shaped the night before in a different part of the world, add your two cents, then send the idea off to be bashed about by other folks. Good fun.

When the exercise wraps, IBM has reams of controversial, uncomfortable new ideas, and all of us feel warm and fuzzy about participating.

Sure, it's just a tactic to get bright, off-the-wall thoughts into the company coffers. The difference is, it's a way of generating ideas to guide strategy – not simply to create a fun, new type of communications execution. Big change, not stuff-that's-new-but-not-so-new-itmight-upset-the-apple-cart innovation.



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