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THE NEW NORMAL

ARE ADS REALLY
SHATTERING
THE DIVERSITY
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A Toyota spot with Paralympian Amy Purdy is among the marcom ushering in the latest era of what's normal in mainstream advertising.

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The new normal

Is advertising reflective of today's society or do we still have far to go?

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ON THE COVER: This issue we explore the hot topic of diversity and inclusion in advertising. It seems like some brands are shattering preconceived ideas about who should be represented in ads, but are ads really reflective of society today? To drive this idea home, we went with a simple, graphic design. Here's to breaking new ground.

A call for more inclusion

I recently asked a friend who is gay what he thought of two commercials that featured same-sex couples – the Tide commercial and “The Cheerios Effect” spot.

He couldn’t really recall the Cheerios commercial at first, but when I reminded him that it was about a couple and their adopted daughter, he said it was a nice ad that seemed natural and authentic (probably helped by the fact that they were real people and not actors).

The Tide commercial, on the other hand, stood out to him and felt a bit...forced. He said it came across as if it was specifically going after a gay demographic, and he wondered why. He noted that the commercial felt a little heavy-handed in highlighting the couple’s “gay-ness.” He would have rather seen a Tide commercial

that features a couple who happen to be gay, than an ad that seemed to be about a gay couple specifically. All that being said, he acknowledged that it was still a step forward, and nice to see.

What he said echoes Max Valiquette’s point in our feature about inclusion in advertising, starting on p. 16. There’s a subtle difference between marketing to a specific group and marketing to everyone whose world happens to include that group. Another P&G brand, Swiffer, really got it right when it featured a dad who happens to be an amputee. It wasn’t about evoking sympathy or showing strength, he was simply a guy who had challenges cleaning hard-to-reach places, just like the rest of us.

And that is what the new normal should be. An acknowledgement that there are different types of people in the world, but at the end of the day, we’re all just people with a lot of the same thoughts and struggles.

TV shows like *Modern Family* and *Glee* have gone a long way in normalizing what has been considered “different.” And the internet has certainly made the world smaller and less mysterious.

But it’s telling that we’re still taken aback when we see a gay couple in a commercial for a household product, mostly because it’s a space we’re not used to seeing them in. Advertisers, naturally, are concerned with the bottom line. If there’s a chance you could alienate your target demographic in some way, thus hurting sales, chances are you won’t take that risk.

On the other hand, if you don’t expand your horizons beyond featuring the white, 35-year-old suburban mom, you could be missing out on new customers. And don’t underestimate that suburban mom either – she might be more inclined to buy your product if she sees that you’re representing her friends and neighbours as well.

Advertising is playing catch-up to the rest of society, and it has a lot of catching up to do. Perhaps, then, we should consider advertising the true test of inclusion. When we don’t bat an eye seeing someone beyond the conventional norm in an ad, we’ve reached normalization. It’s your move then, advertisers. Do you want to constantly play catch-up, or do you want to lead the charge?

Emily Wexler, editor



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Content 360: everything is a story

Janet Kestin's Forum column in this issue is well worth your time, and not just because of the scintillating lede (go on and skip ahead to p. 49). Coles Notes: she says marketers need to be better storytellers, and explains how to be more riveting in the boardroom and with the consumer.

It's not a new thing. Spinning a good yarn has been the super power of most great leaders. But bands have to be gutsier to get attention now. You need to try different things. Triumphant over inertia and selling something unproven requires potent storytelling. And the pace of change keeps accelerating, so the degree of innovation needed to make a difference has become radical. Those storytelling skills have to do more than illustrate a point – they have to paint a new vision.

We can see that in our Cause + Action winners (p. 22), with the Samsung

partnership with Autism Canada being a great example of new vision. "Look at Me" is an app developed in Korea that helps kids with autism make better eye contact and read facial expressions, and it launched here. Samsung Canada loaded the app on Galaxy tablets and gave them to families living with autism. For a brand that helps people build connections using tech, this is a powerful story.

Tech is enabling incredible new ways to connect, but the brands that resonate have compelling stories, and that's the content we share.

Because of changes to how we consume content (and our TV industry's slow response),

the recent CRTC regulatory reset will have an impact on Canadian storytelling. While designed to create a better proposition for consumers and a better shot at success for Cancon, the funding emphasis on quality over quantity, decreased Cancon levels during daytime and lack of genre protection for specialty also point to potentially less Canadian TV content volume.

But it also points to a bigger role for brands to play. Hits are a numbers game – the more swings, the more likely you'll make contact. So there's an opportunity to collaborate. At *strategy* and *Playback's* branded content event in March, we launched BCONXchange, a platform for marketers and media agencies to find projects that Canadian producers are working on. Originally designed as a database of new programs, Xchange 2.0 now has a focus on also finding partners with expertise in different genres, to make collaboration easier. (Get in touch with *Media in Canada's* Val Maloney at vmaloney@brunico.com to learn more.)

As brands move more into content streams, keeping the story front and centre will win. That same storytelling approach brought to entertainment should spill out beyond traditional content channels. Take loyalty programs. Some have mastered pretty compelling personalization (thanks for my Kicking Horse bonus points, PC Plus), but if one of these apps speaks to me with a sense of humour, spins a whimsical tale about what do with dragonfruit, I'd be even more sold.

Cheers, mm

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

strategy

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MATTEL'S GIRL POWER

By Harmeet Singh

Looking at viral sensations like GoldieBlox's girl power-focused toy ads and Always' recent #LikeAGirl phenomenon, female empowerment seems to be the new black. And if the recent introduction of The Glass Lion: The Lion for Change award at Cannes for gender equality-focused marketing is any indication, even more empowering ads will be coming our way soon.

One of the most iconic girls' toys recently made girl power a bit more literal. Mattel's latest campaign for Barbie, centred around a superhero-themed character, is showcasing girls' entrepreneurial sides and aims to have them feel heroic in their everyday lives.

The brand's "Be Super" global platform – centred on the launch of its Princess Power toy line, DVD and other products – is all about girls recognizing their own super powers, even if they don't have magic to support them.

"The brand positioning has always been 'anything is possible,' so you can be a mermaid, you could be a fairy, it's really completely limitless," says Lu Huang, senior marketing associate at Mattel Canada.

This time around, the brand is going more real-world. For the Canadian launch, Mattel worked with Toronto agencies TrojanOne and Strategic Objectives to highlight four Canadian girls leading programs to help their communities, donating \$15,000 to the girls' respective causes and featuring them as leaders of a Super Squad to inspire other girls to be their own heroes.

Canadian girls are being asked to follow in the squad leaders' footsteps and showcase their acts of everyday heroism (like sharing or helping a friend) on the brand's "Be Super" microsite. Mattel is driving traffic to the site through its TV ads, part of its global creative, with media bought by Carat.

While still in the pink and princessy realm, the new characterization is in line with the brand's emphasis on empowerment, highlighted by its Entrepreneur Barbie launch last year. It also allows girls a more female-friendly superhero, since those characters tend to skew towards boys, Huang adds.



FUTURE DO-GOOD INNOVATIONS

By Jennifer Horn

Humour us for a minute and tap into your visual cortex, will you? Imagine being an inventor of things that provide functional and social value. What would your creations look like? While you think about that, take inspiration from some innovations we came up with and would love to see brands create.

A SELF-AWARE RECYCLING BIN

Perfect for: a packaging-heavy brand, like Kellogg's. We propose the invention of a self-aware recycle bin. Recycling, after all, can be difficult to grasp. What goes in and what stays out? This bin would be conscious of what items are being chucked and would (gently) tell its owner to think again if the item isn't recyclable (in a voice of your choice: think Mr. T announcing he "pities the fool who puts batteries in his bin"). It would track what's been recycled and present a stat, like how much plastic was saved from going into a landfill, to motivate the owner to keep at it.



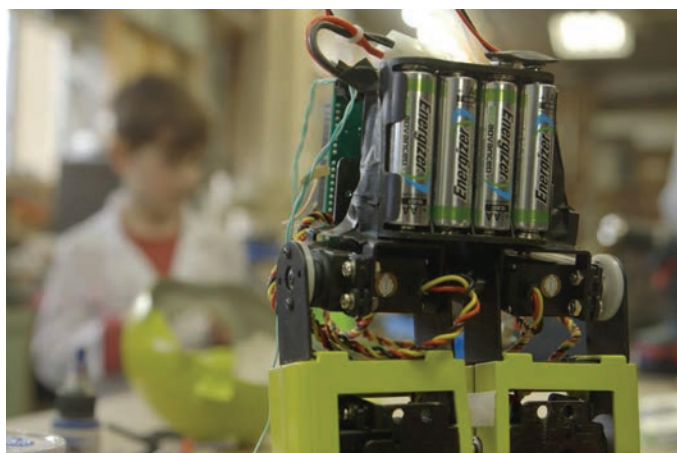
LOOK MA, NO SUNBURN

Perfect for: a sunscreen brand, like Coppertone. Some parents will resort to bribery to get their kids to cover their skin with lotion when they go outside. But what if there was a sunscreen that turned the time-sucking

application into a game? Kids would apply the special high-SPF cream, and then use an app on a mobile device to scan their skin and check that they've got every inch covered. The specially-formulated sunscreen would be detected by the device's camera and shown on the screen via augmented reality, revealing exact coverage. And like any good game, they could earn points and compete against friends.

WASTE WATER NO MORE

Perfect for: A water purifying brand, like Brita. Did you know earth-conscious people can buy a shower head that turns off after running for a certain amount of time? How about we take that further and create a personal bot that keeps track of how much water a household uses on a daily basis? The connected robot (which can communicate with your phone) would set green limits for water consumption in each room, focusing mainly on the bath and kitchen spouts, as well as the garden hose and washing machine, sending alerts when you use too much. It would also suggest ways to curb water use, like abstaining from doing laundry that day, to help you meet your goal.



BRANDS GET STEM-SATIONAL

STEM has become a hot term in Canada, as experts here suggest the economic cost of not filling positions in science, technology, engineering and math fields will be high.

A 2013 report from non-profit Let's Talk Science suggests the country will need an additional one million skilled workers with at least some STEM education by 2020.

Brands are now encouraging innovation and development in STEM, upping the fun factor to reach a younger demographic.

In a follow-up to its TV spots depicting kids magically making ordinary items bigger and better with its new EcoAdvanced batteries (created by TBWA\Chiat\Day in the U.S.), Energizer went more real-world last month by launching a contest meant to inspire kids to take on STEM careers.

Through a Facebook contest running until July in Canada, the brand is collecting ideas for battery-powered toys from kids ages five to 12 for a chance to have their creations brought to life by 3D printing. The brand is also providing a \$10,000 RESP for the contest winner.

"Innovations like [EcoAdvanced] are vital to continuing to minimize Energizer's impact on the planet, but without children engaging in STEM fields now, future innovation like this will be rare," says Michelle Hodd, senior brand manager for Energizer in Canada.

Tech giant Cisco is also continuing its ongoing STEM-centric CSR. Working with Fuse Marketing, the company has created several videos showcasing science and math concepts by using sports, as part of its activation for the Pan Am Games.

For the launch, Fuse also created a website with free resources and lesson plans for science and math.

Cisco has traditionally focused its STEM efforts on high school and post-secondary students, but is skewing younger after seeing older kids lacked certain foundations.

"For us, that's really important, because we want to improve our workforce as well," says Daniel Aziz, marketing director for Cisco Canada. "So we also want to be invested in making sure the younger generation is taking these topics seriously and are engaging with them." **HS**

With files from Josh Kolm

CAUSE ENGAGEMENT BY THE NUMBERS

By Josh Kolm

Nearly every Canadian (94%, to be exact) believes it is a good idea for a company to support a cause, but what is the best way to make sure a CSR campaign actually connects with consumers? Using data compiled by Ipsos from 1,500 participants, presented at the most recent Companies and Causes Canada Conference, here's a portrait of what Canadian consumers think about engaging with brands' CSR efforts.

80%

of Canadians actually engage with cause marketing campaigns.

20%

are skeptical about whether it results in something good.

36%

say alignment with a good cause is important for purchase intent.

84%

say they would switch to a brand affiliated with a good cause if price and quality were similar to its competitor.

59%

have given to a cause when asked for a donation at checkout, but only

30%

say that is their preferred method of giving.

31%

say embedding the cost of donations into a purchase is the preferred method.

60%

say companies should be supporting both mental health and poverty, tied for the top cause ahead of children's charities, environmental causes and physical health.

When asked to recall companies affiliated with a good cause,

Tim Hortons

is mentioned most often, followed by Canadian Tire, McDonald's and CIBC.

45%

think companies in the financial industry are affiliated with good causes (in first place among all industries).

25%

think companies in the alcohol and pharmaceutical industries are affiliated with good causes, (tied for last).

60%

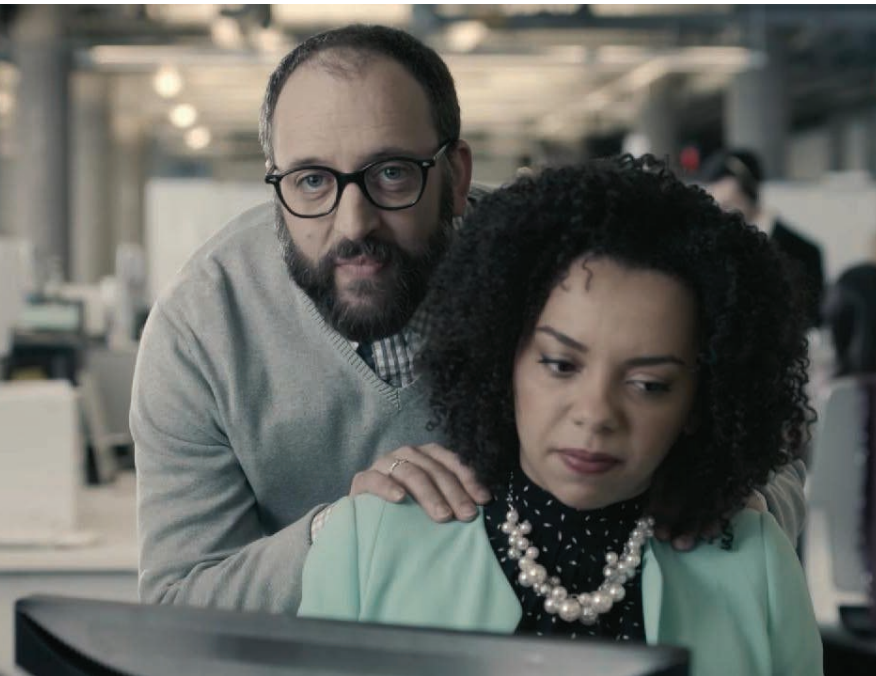
want to hear about the impact of a brand's CSR work.

1/3

prefer to hear about it only once a year, with another 1/3 wanting to hear about it monthly.

MAKING SEXUAL VIOLENCE EVERYONE'S PROBLEM

By Josh Kolm



A girl struggles as a guy tries to force her clothes off at a party while a friend films it. A woman is visibly uncomfortable as her male coworker rubs her shoulders. A teen shares what can only be compromising photos of his girlfriend with his friends in the hallway. A guy slips something into a woman's drink when she isn't looking. And each time, the male turns, looks at you and says thank you. A voice delivers the message: "When you do nothing, you're helping him. But when you do something, you help her."

These are scenes in a video, developed by Leo Burnett, which served as the start of a \$41 million, three-year strategy launched by the Ontario government on March 6 to combat sexual assault in the province. And instead of reaching out to victims, or attempting to change the behaviour of perpetrators, it's calling on the rest of us to do our part.

"Most people, when they do talk about [sexual violence], don't talk about it from this perspective," says Judy John, CEO and CCO at Leo Burnett. "When you talk about it in terms of just the victim or perpetrator, it's easier for people to say, 'That doesn't have anything

to do with me.' When you talk about it in terms of the bystanders, it makes us all feel complicit."

The spot will be airing on TV and in cinemas across Canada, with a digital media buy by ZenithOptimedia still in the planning stages. While there are currently no further videos planned, the campaign will be rolled out in print and out-of-home in the near future, with creative that puts the viewer in a situation where they are forced to choose who they want to help.

"It's all supposed to make you feel uncomfortable and make you question what you've done in the past or what you are doing now and start to talk about it," says Kelly Zettel, creative group head at Leo Burnett. "But the work we're doing is just one piece of a much larger puzzle that the premier has put into place."

At the launch of the initiative, Ontario Premier Kathleen Wynne said it would also include legislation that overhauls workplace safety laws as they relate to sexual assault, expedite the process of prosecution against offenders and remove the two-year statute of limitations on civil sexual assault claims.

However, when it comes to sexual violence, laws can only go so far to prevent something Wynne said "is rooted in misogyny, which is deeply ingrained in our culture" – one of the reasons the premier said the ad campaign is "key" to the whole initiative, as it brings what might be in the public's subconscious to light.

"It's a societal problem," John says. "It's not a women's issue or men's issue or victim's issue – this is really an issue that every citizen should be engaged with. It's a collective responsibility to put an end to this behaviour. The perspective we've taken is about making people think about what they do and start a conversation."

John says the attention gained from the first spot will hopefully carry some momentum as the government's plan continues to unfold. In its first two weeks, the official video on YouTube garnered more than 350,000 views and the government's Facebook post earned nearly 500,000 impressions, but re-postings internationally, including user-made translations in Turkey and Portugal, have pushed that reach into the millions. Meanwhile, the campaign's hashtag, #WhoWillYouHelp has garnered more than 23 million impressions.

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TD INVOLVES THE MASSES

For its “#MakeTodayMatter” campaign, TD, working with Leo Burnett and Diamond Integrated Marketing, gave 24 people across North America \$30,000 to infuse back into their communities, which they did through things like buying instruments for a school music program, creating LGBT-safe spaces and launching community transportation programs. Their actions were highlighted in a series of YouTube videos, which collectively saw more than five million views.

“We want to be part of our local communities and the only way we do that is [by] being tuned into the needs of our customers. We can’t be out there telling anyone what we think is best,” says Chris Stamper, SVP of corporate marketing, community and environment at TD. “Our community giving strategy has always been less about writing a cheque and more about being engaged [with them].”

TD’s alignment with helping communities has been built on its pre-existing customer-centric brand image. While “#MakeTodayMatter” was being planned, TD gained attention for its “#TDThanksYou” campaign, where customers who visited ATMs were given gifts and cash, documented in a

video that has more than 20 million views.

For “#MakeTodayMatter,” TD utilized in-branch customer relationships, as well as local organizations and social media, to pick out people who already had a proven track record of doing good and knew what else their communities needed the most.

“We are guided by those who know what a community needs and how to enable it, so we listen and help solve local-level problems together,” Stamper says. He adds that enforcing that stance in consumer-facing campaigns doesn’t just engage the public, but the organizations and communities it works with. “What gets played back to us, whether it’s the United Way or conservation groups or the local communities, is that it creates an extra level of passion and engagement.”

TD could have accomplished this change without recording it on camera, but Stamper says the engagement and empowerment is a big part of the value in its work, as it shows the country what a single person can do for the people around them.

“It resonated with people because they could see themselves doing that,” Stamper says. “You don’t get that many views and impressions on a video if it doesn’t reach people on a deeper level.” **JK**

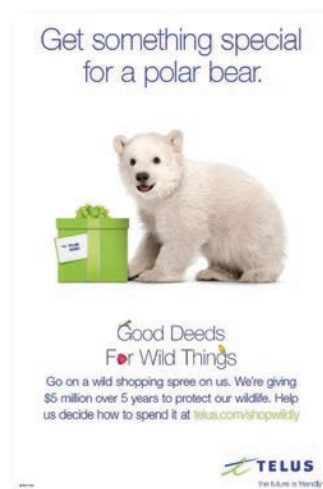
MORE POWER TO THE PEOPLE

TD isn’t the only brand looking to empower customers through CSR work.

In December, Telus and The&Partnership launched the “Good Deeds for Wild Things” campaign (pictured below), giving Canadians a chance to allocate a portion of its \$5 million commitment to wildlife preservation. Anyone could go to a microsite and divide \$50 among different efforts that protected various animals, while Telus customers received special promo offers to increase the amount they could dish out.

And it’s not just money being put into peoples’ hands, either. In February, Indigo’s Love of Reading Foundation launched the “Top10” campaign, giving Canadians the opportunity to go online and vote for books they think the retailer should donate to the under-funded school libraries it supports.

When she spoke to *strategy* in February as “Top10” was launching, Jennifer Jones, VP of the Indigo Love of Reading Foundation, said it wanted to go beyond asking for a donation, instead allowing its customers to involve their pre-existing interests.



“It’s a conversation we already know these people love to have,” she said. “It makes them think about that one book that might have changed their life and shows them a way to give another child that same chance.” **JK**

HOME DEPOT KEEPS IT CLOSE TO HOME

For the past year and a half, the retailer has been quietly working to end youth homelessness. Here's a look inside its strategy of building a reputation with experts and non-profits, eschewing a mass consumer-facing campaign.



Paul Klein, founder and president of social responsibility agency Impakt, says the cause a brand aligns itself with is sometimes better served with a strategic approach that is measured, subtle and focused on serving the long-term needs of an issue, instead of a national campaign that drives awareness.

Klein points to his agency's work with Home Depot Canada. In October 2013, the retailer's foundation and Impakt published their first white paper on youth homelessness, outlining the opportunity and role the company could have in being a key part of eradicating the issue. It launched The Orange Door, an initiative and \$10-million commitment that has seen the retailer enlist suppliers and associates, embark on repair projects,

develop programs and fund research. To date, roughly a year and a half after it was launched, the initiative has spent over \$4 million of its commitment.

The thing that sets Home Depot's work apart, according to Klein, is that it is built on the expertise of those who know the issue best, including academics, organizations that work with homeless youth and young people themselves. Those experts sit on the foundation's advisory committee, which guides its efforts.

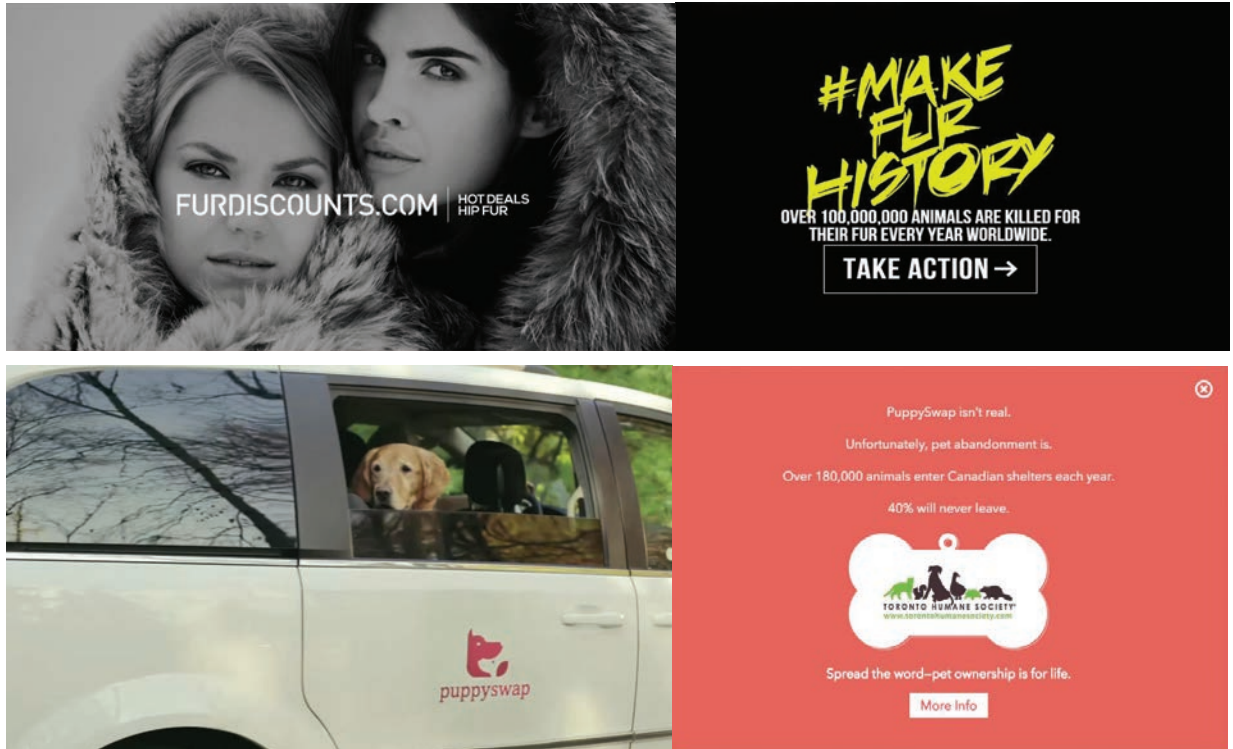
The Orange Door also hasn't been the subject of any major campaigns, aside from some promotion in-store through displays and donation drives. That's because research showed awareness wasn't what was required if the retailer really wanted to play a role in the issue's eradication. And Klein says Home Depot has earned a spot as the corporate leader on the issue among homelessness organizations, which to him shows its efforts are on the right track.

"In doing things this way, it may [not] have a short-term ROI in the way of impressions, clicks or even donations," Klein says. "But in the longer term, there's less risk and more ultimate value. It contributes to their reputation and is incredibly authentic and based in reality."

Klein says, should the brand decide to go with a consumer-facing campaign, it would be more effective, as a research- and expert-backed approach provides a safeguard against the skepticism consumers have when a corporate entity associates itself with a cause.

Klein also says doing this goes against what he calls the "social change by convenience" trend, as it is a long-term program that isn't simply asking for a click.

"These are serious issues and it requires a degree of consideration," he says. "People are looking for more than clicking here or giving here and then it's done. They recognize the issues require more than that to be addressed in any real way." **JK**



THE OLD BAIT AND SWITCH

CAN A DECEPTIVE CAUSE CAMPAIGN SHOCK OFFENDERS INTO CHANGING THEIR WAYS, OR WILL IT JUST ALIENATE THEM FURTHER?

BY JOSH KOLM

Above: The before and after of traps set for Canadian fur buyers by the SPCA and Fur-Bearer Defenders of Canada (top) and fickle pet owners by the Humane Society (bottom). **Opposite page:** An Amnesty International display ad for a travel site brought awareness of Mexico's human rights abuses.

It's November and cold weather is about to come to Montreal. You take to the internet to find a sharp new fur coat at the right price. You remember seeing a poster for a fur discount site the other day while shopping in Lush, so you start there. Just as you think you found your coat, the site freezes, a black spray-paint effect covers it up to display this message: "Over 100,000 animals are killed for their fur every year worldwide." It seems your shopping is done for the day, as you've been redirected to an anti-fur website set up by Fur-Bearer Defenders of Canada and the Montreal SPCA.

You feel pretty crummy about yourself. Maybe a vacation to Mexico will lift your spirits. Except, why does this travel site offer prison cells as lodging and beatings as package features? You click around for more information and you're sent to Amnesty International's website, featuring information about human rights violations and police brutality in the country.

How about some companionship? An app that lets you adopt a puppy and trade it in when you can't take

care of it anymore sounds promising. But you can't sign up because every time you try, you're redirected to a Toronto Humane Society site highlighting stats about pet abandonment.

All of these campaigns were launched by non-profits and brands since the fall. Any good ad campaign is going to capture attention and reach audiences, but for organizations looking to do good, a great campaign is one that results in change. Maybe this is why some have turned to more deceptive tactics – like setting up a fake website or promoting a non-existent service – to draw in the people who are causing or perpetuating the issue and, hopefully, change their minds. But then again, a lecture, no matter how it's packaged, is still a lecture.

Rob Young, SVP of planning services at PHD Canada, believes this is strategically sound because it recognizes and effectively triggers something called a "somatic marker," one of the principles his agency uses in its planning system. A somatic marker is the moment of a gut-level, emotional reaction to a stimulus. These

reactions are sudden, instant and cause automatic decision-making before they are followed up by a rational thought.

There can be positive somatic markers, like associating certain kinds of food with feelings of happiness because of memories of eating them at family dinners, or negative somatic markers, like being repulsed by a certain kind of alcohol because of a bad experience. Young points out these campaign tactics are actually forming negative somatic markers, creating a repulsion towards things like buying fur or abandoning pets.

"[In these cases] there is a deliberate action the consumer undertakes before the emotionally intense experience occurs," Young says. "Then, there is an element of surprise, a kind of ad message version of someone jumping out from behind a tree at night and scaring the shit out of you, and those are what is required to create a somatic marker."

Young adds that a more emotionally intense experience creates a more effective somatic marker, so the moment of shock in these ads could potentially be more effective in changing behaviour than a traditional ad that simply

presents facts. But, while somatic markers motivate sudden decisions, it's hard to gauge their impact in the long term.

Philippe Garneau, president and ECD at GWP Brand Engineering, believes the cause advertising space is the only one where this kind of strategy could work. Non-profits have a moral ground to stand on against criticism for the false pretenses they set up. Also, because of the tight budgets or short-term fundraising initiatives common for non-profits, they're well-suited for these deceptive campaigns, as their

effectiveness wears off the more they are used.

In addition to more than 470,000 impressions and 300,000 video views, the Toronto Humane Society's "PuppySwap" campaign, created by Grip, earned international press attention. The anti-fur campaign, by Republik, saw 40,979 people visit the fake site. So employing misdirection might be a way to get a short burst of attention from those who already believe in a cause, but Garneau is doubtful it draws the kinds of people it seems to be targeting or changes their

behaviour. In fact, it might have the opposite effect.

"You can't change peoples' fundamental behaviour by trying to shame them," he says. "These people are almost always going to win by persuading themselves, and the more extreme you go, the more they can feel like they're just ignoring someone shouting at them. Attracting people is always better than surprising them and potentially repelling them."

Nancy Lee is the president of non-profit and public sector consulting firm Social Marketing Services in Seattle, WA, and a professor of public affairs at the University of Washington. She's also written several books on effective cause marketing, including *Social Marketing: Influencing Behaviors for Good*. She says the key with cause campaigns is knowing what mindset people are in, specifically the state of change.

While some scholars put the number of states of change as high as seven, Lee boils it down to four: pre-contemplation (the time before an issue is brought to someone's attention), contemplation (when someone is aware of an issue and is thinking of how to address it), enactment (taking action to make a change) and maintenance (keeping up their new behaviour).

Someone in the later two stages has already made up their mind and is unlikely to be persuaded to change. But if they are in the former, a campaign could be more effective because it gives them a new tool with which to change their behaviour.

Lee says audience research is important – determining whether or not it's going to work by asking your target, and finding who might be concerned about the issue but hasn't been motivated to do anything. "We want to know what it is someone could say or show or give you that would motivate you to [change] this behaviour. Whether a campaign works depends on if you can find the target that says, 'These are the facts I didn't know about,' and find a good way to deliver those to them."

For some people, simply hearing an issue exists is enough to get them to do something about it. The key to effective social marketing, Lee says, is to discover the barriers that have been preventing the rest from taking action and find out what it takes to break them down. She isn't sure whether a bait-and-switch strategy is more or less effective than others at encouraging a change in behaviour. While the conceit of these campaigns might catch people's attention, their success depends on the fundamentals that back it up.

"It might be the way to get them to pay attention to the message," she says. "But it still depends on the audience because they're all in different stages of change. And even if they pay more attention, it likely won't change their behaviour unless it's something they didn't already know." ■



"THERE IS AN ELEMENT OF SURPRISE, A KIND OF AD MESSAGE VERSION OF SOMEONE JUMPING OUT FROM BEHIND A TREE AT NIGHT AND SCARING THE SHIT OUT OF YOU"

**- ROB YOUNG, SVP
OF PLANNING SERVICES AT PHD CANADA**



NORMALIZING TODAY'S NORMAL

RACE AND SEXUALITY ARE MARKETING HOT POTATOES, BUT MORE BRANDS ARE STEPPING AWAY FROM AN ARCHAIC VERSION OF SOCIETY. WE EXAMINE HOW A RECENT MARCOM DIVERSITY ONSLAUGHT, WITH ADS INCLUDING LGBT AND DISABLED PEOPLE, IS HELPING TO USHER IN A NEW ERA OF NORMALIZATION IN MAINSTREAM ADVERTISING.

BY TANYA KOSTIW

A man rouses from his slumber to find his chest covered in Cheerios, placed by his daughter in the hopes it will help with his heart health. It's the premise of a touching spot for the brand in the U.S. from 2013. But it has become known for less endearing reasons.

"Just Checking" featured a multiracial family and incited racist remarks on YouTube. The brand ended up shutting down the comments section, but made a strong rebuttal by featuring the same family in the 2014 Super Bowl spot "Gracie."

Jason Doolan, director of marketing, cereal, General Mills Canada, recalls that when his American colleagues showed them "Just Checking" on a visit to Canada, the concept of a mixed-race family wasn't shocking to them or considered that progressive, he

explains. After all, the brand ran a spot in Quebec with a mixed-race family three years earlier and the talent just happened to be of varying backgrounds.

But while featuring mixed-race couples in Canadian advertising has become fairly commonplace, depicting groups such as people with disabilities, the LGBT community and non-heteronormative families is not as far along on the course to becoming normalized in ads.

But a recent onslaught of marcom is changing that, contributing to the latest evolution of normalization in mainstream advertising.

COMING OUT OF THE HETERONORMATIVE ADVERTISING CLOSET

Progressive advertising in Canada today can be found in the form of Os coming together – Cheerios to be precise – which serve as a metaphor for people. General Mills’ “The Cheerios Effect” campaign featured vignettes of people sharing tales around the theme of connection, one of which depicts a gay couple telling the story of adopting their daughter, who is of a different ethnicity. It garnered both positive and negative attention.

And General Mills isn’t the only company of late in North America to feature same-sex couples in mainstream marcom. Tide recently debuted a spot in the Canadian market featuring two male partners and their laundry (both clean and dirty), while Tiffany’s new “Will You?” engagement campaign, “reflecting a more modern approach to love and romance,” according to the brand, similarly depicts a same-sex couple. And of course, Honeymaid challenged the traditional interpretation of the word “wholesome” by characterizing families of all kinds – including those with same-sex parents – as such.

Same-sex couples in advertising is something we’re seeing a lot now, says Jeff McCrory, chief strategic officer, BBDO Canada. “It is a trend, but almost because it’s been so absent, not because it feels out of place now to me.”

Multicultural marketing and the inclusion of non-traditional family structures and non-heteronormative sexuality can get lumped into the same category, says Robert Kozinets, professor

“WHEN WE
REALIZED...WE’RE
JUST TRYING TO
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ABOUT THOSE
WHO MIGHT
CHALLENGE US.”

– JASON DOOLAN, DIRECTOR OF
MARKETING, CEREAL, GENERAL MILLS

of marketing at York University’s Schulich School of Business, but there’s a distinction. Featuring a particular ethnic group in a banking ad in an urban centre like Toronto could be reaching much of the brand’s target demo, he explains, but this isn’t the same as if a brand features a transgender person in its advertising, for instance.

The latter falls more into the category of CSR and brands being unafraid to take a risk, Kozinets says, offering a hypothetical example of a brand running ads with lesbian couples raising children, and that

brand consciously deciding to deal with potential backlash.

Depicting non-heteronormative family structures is “something that’s still, I think, at a very initial and tentative, experimental level because [they aren’t] the face of Canada if we look at it statistically,” he says. Portraying a group such as transgenders, for instance, who are statistically a small percentage of the population, is more about brands taking an ideological stand for a more diverse and accepting society.

And while same-sex marriage is legal and the law forbids discrimination, it doesn’t mean all Canadians are supportive, he says.

“There’s still a large group of people who are uncomfortable with such depictions of families,” he says. “I think it’s interesting and important for us to realize that as marketers and people who work in advertising, the social groups around us are not always typical of the people that we seek to sell to.”

However, the number of same-sex couples portrayed in ads is likely proportionately less than the actual number in society, he says. So the desire to depict real people and the knowledge that gay consumers are significant to the economy is likely spurring companies to portray them. (Similarly, Debi Andrus, assistant professor of marketing at the Haskayne School of Business, University of Calgary, says this market segment’s value is inciting some of the group’s inclusion in mainstream advertising. And both note certain brands have targeted this demo for years, such as Absolut.)

“Companies, when they look at the big picture, particularly big spenders like General Mills or Procter & Gamble, and they realize how underrepresented certain groups, particularly gay couples, are in their marketing, I think they’re doing the right thing by representing them in advertising,” says Kozinets. “That said, it’s still not mainstream.”

Left: “The Cheerios Effect” featured vignettes around peoples’ stories of connection, including a gay couple adopting their daughter and two cousins (one of whom is deaf).



WILL YOU PROMISE TO NEVER STOP COMPLETING MY SENTENCES OR SINGING OFF KEY, WHICH I'M AFRAID YOU DO OFTEN? AND WILL YOU LET TODAY BE THE FIRST SENTENCE OF ONE LONG STORY THAT NEVER, EVER ENDS?

WILL YOU?



TIFFANY & CO.

NEW YORK PARIS 1837

the backlash it received from consumers. Artists created an installation of the word "Love" with the comments.

"That wouldn't work in Canada because you wouldn't get the bile and the hatred," says Tomblin.

After all, knowing your audience is marketing 101, so reflecting consumers' reality makes sense.

Max Valiquette, managing director, strategy, Bensimon Byrne, says for millennials today it can be about having their overarching landscape represented in a way that might not make them feel like they're specifically targeted, but they don't feel excluded either.

"[It's] one thing to say, 'Here's a gay couple, and if you're gay, pay attention to this ad because this ad is for you.' [It's] another to say, 'So we're going to do a bunch of advertising and periodically there might be a gay person in this and whether you're gay or straight, if your world is one that is inclusive of the gay community, you're not going to feel like we're not talking to you with these ads anymore,'" he says.

"It's the same way that in a country as diverse as ours, as much as the majority of Canadians may experience a sort of traditional, for want of better words, heteronormative, white lifestyle – if you're looking at an ad that features a bunch of people in a bar and everybody's white, you're probably going to go, 'What is wrong with this brand?'"

When it comes to portraying same-sex couples, Tomblin sees advertising as trailing a bit behind society because it's still transgressive to see homosexual partners holding hands for many people. He expects the TV show *Modern Family* helped advance ideas around same-sex parents over the past five or six years. "It's precisely because it's a comedy show that I think it has allowed these sort of ideas to enter into the mainstream



aimed to do with "The Cheerios Effect" – reflect the reality of society today, rather than push a political agenda.

But not all consumers interpreted it that way – Doolan says people asked whether Cheerios was being political with its marketing. However, it needed to be considered in the context of the overall campaign.

"When you just [saw] this one execution, people tended to go to places that we never intended," he says. "We perhaps were naïve and innocent, but I think when we realized that we're coming from the right place – we're just trying to reflect who we are today – we tried not to be too worried about those who might challenge us."

Mark Tomblin, chief strategy officer, Taxi, notes how this is more of an issue in the U.S. than in Canada.

"You can run a Cheerios ad like ['Cheerios Effect'] in Canada and there might be a few people who go, 'Oh, country's going to the dogs,' but you don't get the kind of backlash you get if you ran an ad like that in the States," he says.

Honeymaid in the U.S. experienced this first-hand with its "This is Wholesome" work, but found a way to literally repurpose

Moreover, a single ad portraying a same-sex couple might be viewed in isolation and judged as such, he says, but differs from when it's considered in the larger context of a brand's marcom efforts – for instance just one of its past 50 ads features a same-sex couple and the rest are all heterosexual.

"You have to look at this in context. And I think what [these companies] are trying to do is the same thing that's been happening for a long time with...ethnic images in multicultural marketing and advertising, which is to gradually bring in differences that are more representative of the population."

This is along the lines of what General Mills in Canada says it has



From top: A new Tiffany campaign depicts modern love; Honeymaid's "This is Wholesome" work and its response to consumer backlash. **Opposite page:** JCPenney eschewed traditional mannequins last year.

and for people to become more comfortable with them,” paving the way for advertising, he says.

However, he still sees it as a risk, noting it’s easier for advertisers to stick to the conventional – not that they should.

“I very much sympathize with brands that try to push the envelope at all. The inertia in brand marketing is astonishing because the upside is always limited; the downside is potentially the end of your career.”

SMART SPOTS DISABLE DIFFERENCES

Brands are less likely to cause a stir by depicting people with disabilities in their marcom than with same-sex families, but the former is not a common practice either.

Michael Bach, founder and CEO, Canadian Centre for Diversity and Inclusion (CCDI), believes it’s still a highly underrepresented group in advertising, and that people with disabilities tend to be narrowly categorized (a person in a wheelchair, a blind individual and a deaf person). In reality, the community’s dichotomy is vast, he says, with visible and invisible conditions.

But a recent slew of ads depicting people with disabilities – particularly ones that ease the gap of perceived differences between able-bodied and disabled individuals – is helping to contribute to the group’s increased sense of normalization and inclusion within marcom.

Last year in its Manhattan Mall location, JCPenney displayed untraditional mannequins (originally made for a body image series on *Today*) modelled after real people. Among them was an individual in a wheelchair, a man with dwarfism and a former military paratrooper who lost part of his legs in Afghanistan. Meanwhile, U.K. charity Scope’s “End the Awkward” brought humour to potentially awkward encounters (such as how to

approach the typical handshake during a job interview with someone without an arm), aiming to shift attitudes and ease discomfort. Similarly, “The Cheerios Effect” included a disabled and a deaf person in its vignettes, uniting them with the other folks in the common theme of connection.

Last year, P&G in the U.S. took normalizing “otherness” to new heights in a spot for Swiffer, with an amputee man presented as a regular family man doing household chores.

Valiquette says the spot’s language

“I VERY MUCH SYMPATHIZE WITH BRANDS THAT TRY TO PUSH THE ENVELOPE AT ALL.”

– MARK TOMBLIN, CHIEF STRATEGY OFFICER, TAXI



and portrayal of the man discussing how it’s hard to reach certain parts of the house to dust (made easier with the Swiffer product) don’t differ because of his disability.

“There’s a huge difference [between] ‘This is the brand of duster for people with one arm,’ [and] ‘This is the brand of duster that allows anybody to get to places that they couldn’t normally get to.’”

But advertising still does tend to highlight what makes someone different, says Valiquette, although it’s not necessarily negative. After all, advertising is intended to be specific and applicable to a consumer.

And spots that focus on people’s disabilities aren’t necessarily less progressive or inapplicable to able-bodied consumers.

Comcast’s recent Oscars spot taps into the imagination of childhood by showing a little blind girl sharing how she sees *The Wizard of Oz*. While it promotes Xfinity’s new talking guide for the visually impaired, it’s still a way to highlight its general services, while resonating with consumers on universal themes of wonder and the comfort of home.

Meanwhile, the category of the disabled athlete (brought to the fore by the Special Olympics, notes



Above and opposite page: Paralympian Amy Purdy takes the lead in a spot for Toyota.

Kozinets), is not particularly new and could even be seen as stereotypical, but ads in recent years tapping into this tradition have also employed a nod towards normalization.

A Guinness ad, where able-bodied friends play in wheelchairs with their disabled pal, depicts the brand's values and has a natural feel

to it, says BBDO's McCrory.

After all, it's just a bunch of guys playing basketball and grabbing a beer afterwards.

And Bach points to when athletic competitions integrate disabled and able-bodied athletes in their marcom – rather than present them separately. This is an approach Reebok took with its recent Super Bowl ad "Freak Show – Be More Human." Among the athletes spilling their blood, sweat and tears in the name of self-improvement is a disabled man, depicted in the same vein. Also tapping into the strength of athletes – disabled or not – is a spot for Toyota, which stars Paralympian Amy Purdy, highlighting her unyielding perseverance as she goes about her day, from snowboarding to modelling.

Bach says he appreciates the spot's subtlety and how it's nice to

see Purdy as a success story, rather than a victim. But he'd like to see disabilities normalized, where the focus isn't on overcoming adversity. "Why couldn't a customer in a car ad be hearing-impaired or be in a wheelchair? There's nothing to say that you couldn't have that kind of integration," he says, adding it's not about presenting them as needing to be accommodated, just simply wanting to purchase a vehicle.

THE NEW NORMAL

"We're starting to see brands waking up to the reality of who their consumer is," says Bach.

And like anything, the more brands do it, the more normalized it will become. But while there's no unanimous consensus on the risk levels of trying to portray various forms of modern-day diversity, (for instance, Valiquette says there's

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little risk if done smartly and sensitively, with a reasonable vetting process), approaching it wisely is certainly imperative.

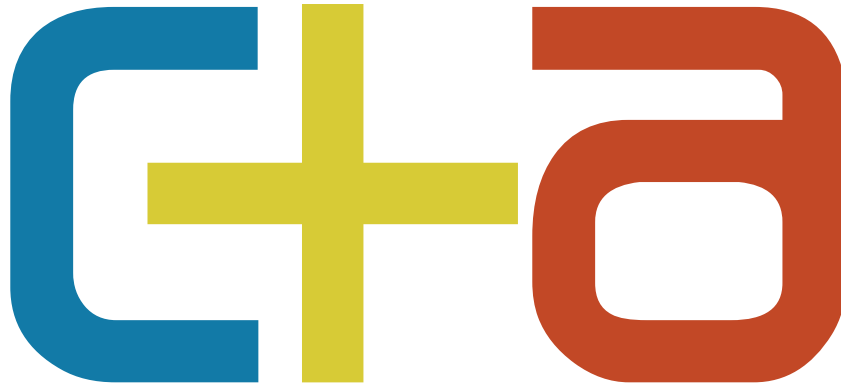
McCrory says it's key not to start by considering how to depict diversity, but rather whether including a particular group fits with the idea and brand. And in light of "The Cheerios Effect," he says he hopes we progress to the point where conversations are centred on whether the ad worked in the context of what the brand aimed to express, rather than the sexual orientation of the folks in the ad.

And ultimately General Mill's aim was to convey the message of connection, rather than a politically-charged sentiment around gay rights. And if anything, Doolan admits that in the past, the brand has taken part "in not normalizing what is normal," given society's diversity.

"I actually think as marketers we are at risk of being complicit of not reflecting the Canadian landscape as it is today. I would say I am more guilty of that than I am of trying to push an agenda for how we should think of ourselves. And that's been my wake-up call in the last few years." 

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CAUSE + ACTION AWARDS | 2015

BY JENNIFER HORN

While they mostly operate in different spheres, this year's winners have at least one thing in common – they all focused on one important cause closely tied to their brand identity.

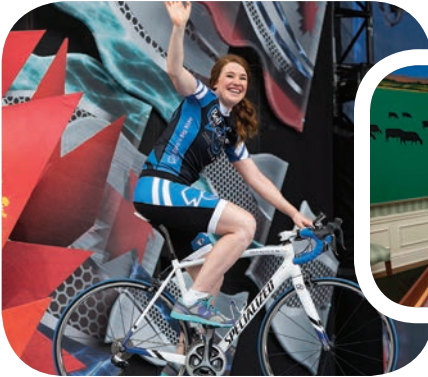
Bell, which is this year's overall winner, has championed the discussion around mental health for a few years now through its "Bell Let's Talk Day" campaign. And last year, the brand expanded on this one-day event, joining spokeswoman and Olympian Clara Hughes on a cycle tour across Ontario, raising awareness and funds over 110 days.

Canadian Tire and its non-profit Jumpstart, which have spent years supporting hockey and baking it right into the brand's DNA, also expanded their efforts with "The Big Play" – a program that saw the organization commit to funding kids' dreams to play hockey. CIBC also reinvented its "Run for the Cure" to put people in the shoes of those suffering from breast cancer and stand out amongst new charities entering the market.

And while these campaigns grew bigger and bolder in scale, there were also smaller, niche programs that mirrored their brand's personality. As judge Allen Oke of TBWA\Toronto put it, "The best campaigns were those that clearly understood what [the cause] was about, and inherently represented the qualities of the brand."

Kashi's "Plant it Forward" program, which educated Canadians on "real food" and encouraged them to grow their own, was lauded for being a direct extension of the brand. As was Samsung's "Look at Me Project," where the brand used its own tablets to create social and emotional connections among families challenged by autism.

Read on for more on these campaigns, which received top marks from this year's panel of marketer, agency and cause consulting experts, who assessed the entries on their brand DNA, uniqueness, awareness, legs and overall success.



BELL'S BIG RIDE FOR MENTAL HEALTH

JUDGES' COMMENTS

"There's no question that Bell is doing something right. I love that 'Clara's Big Ride' brought an offline, experiential and grassroots element to Bell's overall CSR identity. The strategy was smart, and the campaign struck me as earnest, genuine and understated, but in a really powerful way."

— LINDSAY PAGE, WWF

"This campaign was powerful, real and meaningful. It created a conversation [around] both the brand and the issue that [most] feel a part of. It educated, engaged and inspired."

— CATHY LOBLAW,

RONALD MCDONALD HOUSE CHARITIES CANADA

INSPIRATION

Since 2010, Bell has tackled mental health in Canada through its "Bell Let's Talk" fundraising campaign, created to break the stigma around mental illness and support Canadian mental health initiatives. But last year, Clara Hughes, six-time Canadian Olympic medalist and national spokesperson for the program, decided she wanted to do more.

STRATEGY

The concept for "Clara's Big Ride" was to expand "Bell Let's Talk" beyond a one-day event, carrying it into communities around the country. The goal of the ride was to help grow awareness, acceptance and action to create a stigma-free Canada.

EXECUTION

"Clara's Big Ride" was a 110-day national bicycle tour, which began in Toronto and ended in

Ottawa. Between March and July 2014, Hughes covered more than 11,000 km and connected with Canadians in 105 communities during youth, school and community events.

Bell, working with agency Lg2, also partnered with Aimia, BMO, Canadian Tire, Cisco, Lundbeck, President's Choice and Samsung to fund the ride, and each week, individuals and groups involved in mental health initiatives joined Hughes for a few kilometres. "Clara's Big Ride" wrapped up at the Canada Day celebration on Parliament Hill in front of 100,000 people.

Events raised awareness and funds for the community, and 158 government officials from across Canada signed a "commitment map" to work together to create a stigma-free Canada. Prime Minister Stephen Harper added the final signature on Canada Day.

A microsite kept Canadians engaged and gave a real-time look at what people were saying about the program online. The program also gained awareness via PSAs on television and radio, in print and through earned media. CTV, *Best Health*, the *Globe and Mail* and *La Presse* shared the program with the public, and it was also featured on shows like *eTalk*, *Daily Planet*, *The Marilyn Denis Show* and *The Social*.

RESULTS

In a Nielsen study conducted after the event, 57% of Canadians had heard about "Clara's Big Ride." Also, more than 150,000 Canadians attended events and lined the cycle route. The program reached 18 million people, and one million Canadians watched a documentary about the ride on CTV and CTV2.



JUDGES' COMMENTS

"Kashi's campaign was clearly connected to the brand's distinct positioning. It demonstrated that it's serious about 'real food' and its impact on Canadians. The extendability of this idea is powerful, with so many inspired to plant their own backyard gardens or help set up gardens for those who don't have access to green space. Really well done!"

— PAULA ROBERTS, HALO BRAND LEADERSHIP



KASHI'S GREEN THUMB CREATES (REAL) IMPACT

INSPIRATION

For many urban Canadians, access to "real food" can be difficult. It's not always convenient or cheap, but it is critical for a healthy lifestyle. After being purchased by Kellogg's, Kashi lost its focus on giving back to the community. The brand realized it needed to get back to real food and prove to consumers that it's serious about educating Canadians about the benefits of healthy eating.

STRATEGY

Kashi decided if it was going to become committed to progressive nutrition, it had to do something that would make a positive difference in Canadians' relationship with real food. So, with TraffikGroup on creative strategy, Strategic Objectives on PR, Starcom on media placement and VML on digital execution, Kashi launched the "Plant it Forward" movement in the spring of 2014.

EXECUTION

The initiative aimed to increase access to real food in Canadian communities. It launched with a video on YouTube, beginning the discussion on why real food matters and inviting people to help "Plant it Forward" by sharing the video or buying a box of Kashi.

For each video shared and every box purchased, Kashi donated to Evergreen (a non-profit organization that inspires action to green cities), resulting in a total of \$60,000. In stores, Kashi cereal and bars came with a free packet of organic vegetable seeds, inviting consumers to "Plant it Forward."

In partnership with Evergreen, Kashi also helped build and support 18 urban gardens across Canada. It kicked off the partnership with a launch event at a Boys & Girls Club, turning a parking lot into a garden and educating members about the importance of real food.

Updates on the 18 urban gardens were shared on Kashi's Facebook page, along with expert

gardening advice from Evergreen.

To continue momentum for the "Plant it Forward" initiative into the fall harvest season, the brand created another online video, focusing on how the younger generation is becoming increasingly detached from nutrition. In the video, kids were asked to identify prepared foods and common vegetables. The results were shocking, with the majority of kids having a difficult time identifying vegetables. The video started a conversation on YouTube and Facebook and further promoted the importance of real food.

RESULTS

The program supported 70 urban food-growing workshops across the GTA and Vancouver, providing 1,400 participants with access to real food education. Consumers purchased 150,000 specially marked packages of Kashi with free on-pack seeds. What's more, the two videos garnered more than one million views on YouTube.

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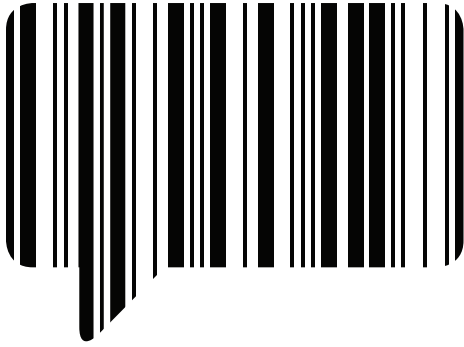
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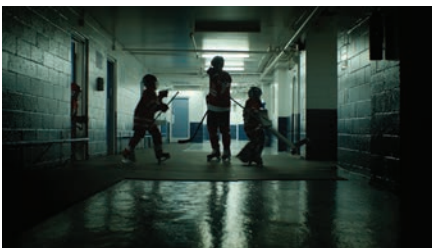


CANADIAN TIRE LEVELS THE HOCKEY PLAYING FIELD



"I've long been a fan of the Canadian Tire/Jumpstart partnership. They really nailed it with 'The Big Play.' The creative was well-executed, and the strategy to align with the 2014 World Juniors tournament was brilliant. Incorporating the players' hometowns took this campaign from the world stage to community rinks, inspiring less fortunate kids to dream."

— MARIE MAGNIN, KBS



INSPIRATION

In Canada, hockey is more than a simple pastime – it's a unifying force that brings people together. Unfortunately, one in three families can't afford to enroll their children in organized sports.

So, in December 2014, Canadian Tire's Jumpstart charity and the Hockey Canada Foundation (HCF) partnered to launch "The Big Play," which aims to help give Canadian kids the opportunity to play minor hockey.

STRATEGY

Through "The Big Play," Jumpstart and the HCF made a commitment to bring 30,000 kids into minor hockey over the next three years. The program assists Canadian youth (ages four to 18), who come from financially disadvantaged families, with the costs of registration, equipment and transportation.

EXECUTION

Jumpstart connected the program to one of the biggest

hockey events – the World Junior Championship. Leveraging the excitement leading up to the tournament, Canadian Tire, along with Jumpstart ambassador and Canada's World Junior hockey team member, Connor McDavid, announced it would make a \$250,000 donation to the local Jumpstart chapter of each member of Canada's team. These funds helped five kids from each player's hometown to play hockey.

At "The Big Play" launch, Jumpstart kids were surprised with tickets to the Team Canada game on Dec. 26. A national PSA aired that day as well, highlighting the program with a call-to-action for families to go online to learn more. The ad was produced by Cleansheet, Touché handled the media buy and North Strategic led the PR.

In addition, Canadian Tire and its agencies worked with Twitter to develop a program that leveraged live TSN content. Fans from across Canada saw "big plays" from

every game of the tournament on the TSN and TSN Hockey Twitter feeds. For each re-tweet of TSN's #BigPlay videos, Canadian Tire donated 25 cents to get kids into the game.

RESULTS

"The Big Play" was the most successful marketing campaign in Jumpstart's history. It propelled the charity's brand awareness for the period to 95% – the highest ever recorded for the organization. #BigPlay became synonymous with World Juniors on Twitter, receiving more than 91,000 re-tweets and raising \$45,657. Even Prime Minister Harper sent a congratulatory tweet to Team Canada using #BigPlay.

Fan engagement on social media exceeded industry norms, with 7.2% engagement versus the 4.1% norm on Twitter, and 3.4% engagement versus the 2% norm on Facebook. Jumpstart also saw a 30% increase in traffic to its website.

CIBC RUNS IN SOMEONE ELSE'S SHOES

INSPIRATION

The CIBC Run for the Cure program has been raising funds for breast cancer research for more than two decades. But in that time, dozens of other charity events have entered the picture.

CIBC needed to find a way to break through the clutter, reinforce its overall brand positioning and solidify the bank's role as a leader in the cancer research cause category.

STRATEGY

Research indicated that 76% of participants cited a personal connection to the cause. With this insight, CIBC created a fully integrated campaign consisting of newspaper ads, online banners and in-branch signage that featured real-life breast cancer patients and survivors. The centrepiece was the emotional video, "In Her Shoes," about a breast cancer patient's journey.

EXECUTION

For the video, the brand and agency Cundari created a special body-mounted camera



that gave viewers a first-person perspective. The audience could experience the life of a woman dealing with breast cancer at every stage: from the diagnosis to the sadness of telling her family, going through treatments, surgery, recovery and then participating in the run.

By showing the full arc of the narrative, viewers could see how breast cancer affects a person, as well as their friends and family. The video was promoted online and during the W Network's primetime airing of the movie *Love Actually*.

What's more, the brand also created the "Run For The Cure

Digital Wall of Hope." At every location the run took place, participants were able to write a message of hope on the wall.

RESULTS

With more than one million views, "In Her Shoes" is the most viewed video in the program's history. According to third-party research, the campaign scored significantly higher than the industry norm on being "inspiring," "moving" and "hopeful."

The campaign also scored significantly higher than the norm on the attributes of: "Portrays a company I would like to be associated with," "Makes me think about this company in a different way," and "Worth talking about." Also, more than 90% of run participants mentioned CIBC as a sponsor completely unaided, which is double the norm.

In the end, CIBC Run for the Cure attracted more than 125,000 participants in 66 different cities, and raised \$25 million dollars for the cause.



"This year's campaign really did an excellent job at refreshing awareness by reminding us of the reason we give and why we run. When you've been around a while, and you're in a crowded market, it is extremely difficult to revive your presence. This campaign did a great job at reinvigorating and reasserting [CIBC's] run in the minds of its audience."

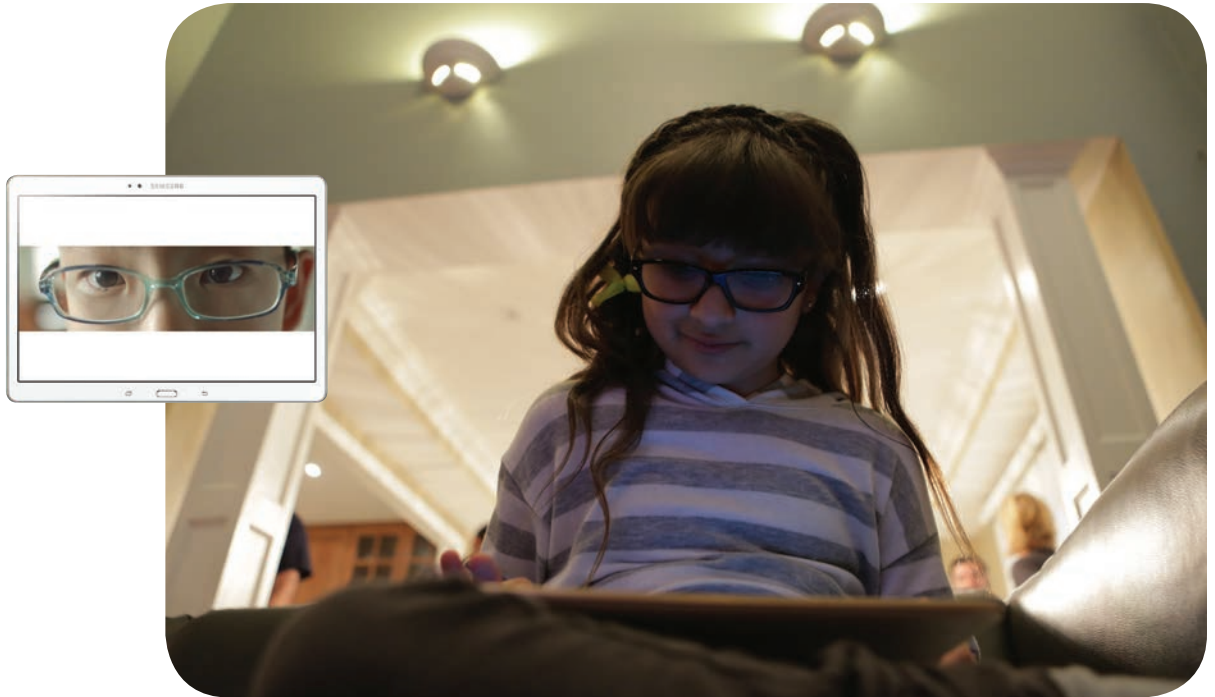
— ALLEN OKE, TBWA/TORONTO



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SAMSUNG LOOKS AUTISM IN THE EYE



"Samsung's partnership with Autism Speaks Canada is a great example of a tech company aligning with a cause in a simple, yet inventive way. By harnessing its core competency, focusing on a very specific need and serving it up on their technology, they achieved a very authentic brand-enhancing campaign."

— MARIE MAGNIN, KBS

INSPIRATION

Many children with autism struggle to make eye contact, making it challenging for them to emotionally connect with loved ones. It's been found that, with or without autism, children tend to gravitate towards touch-screen tablets, and so Samsung saw an opportunity to use its tablets and technology to help make a difference for families living with autism.

STRATEGY

Samsung in Korea (alongside a team of psychologists and psychiatrists) developed an interactive camera app called Look at Me. The app is meant to help children with autism improve eye contact, better recognize facial expressions and build more powerful social connections.

EXECUTION

Partnering with Autism Speaks Canada, Samsung launched the "Look at Me Project" exclusively in Canada, a program that would see 200 Galaxy Tab S devices preloaded with the app and donated to Canadian families living with autism who applied.

The "Look at Me Project" was designed, with the help of North Strategic, Cheil and Starcom, to create a shared community and connect families with similar experiences. Parents and caregivers were encouraged to share, learn and connect through a Facebook community page. Samsung created an online campaign that placed video and banner ads across *Today's Parent*, Rogers, MSN and online parenting sites.

The video content was seen on digital OOH boards at Toronto's Union Station, and families who received a Samsung tablet participated in media interviews and shared their experiences with the app.

RESULTS

In one month, more than 2,800 applications for the project were received, exceeding the anticipated target by 62%. There were more than seven million earned media impressions, and coverage included a feature story in the *Toronto Star* and pickup by international outlets like PSFK and *Adweek*. Of all visitors to the site, a total of 11% applied for the chance to take home one of the tablets.



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PASCAL BRICAULT
DIRECTOR OF
BRAND MARKETING,
CAPITAL ONE

In his role, Bricault is responsible for brand strategy and campaign development for Capital One's Canadian footprint. He played a leading role in promoting the company's partnership with the Boys and Girls Club of Canada, and he is also an active contributor to various social initiatives such as the Capital One Race for Kids. Prior to joining Capital One, Bricault held marketing and product management roles with companies such as President's Choice Financial and Aeroplan.



LISA GIBBS
DIRECTOR OF
COMMUNITY
INVESTMENT,
SHOPPERS DRUG
MART

Gibbs is responsible for leading Shoppers' philanthropic program, Shoppers Drug Mart Women, which supports women's health. She joined the company in 1995, and has worked in a number of roles in health-care education, marketing and community investment. Gibbs has also worked with several non-profit organizations, including Big Brothers of Canada and the Juvenile Diabetes Foundation.



JULIA HOWELL
PRINCIPAL, JULIA
HOWELL CAUSE
COMMUNICATIONS
As a consultant,
Howell creates

content and develops strategy for non-profits and socially responsible businesses, such as Cape Farewell Canada, Maytree Foundation and the University of Manitoba. She has more than 20 years experience with mission-

driven organizations, previously working at agencies and organizations such as Corktown Seed Co., Imagine Canada and Ontario Trillium Foundation.



PAUL KLEIN
PRESIDENT AND CEO,
IMPAKT

Klein is the founder of Impakt, a corporation that helps create opportunities for companies looking to benefit from being socially responsible. In addition to leading Impakt, Klein also writes about the intersection of business and social change for publications including *Advertising Age*, *Forbes* and the *Guardian* and serves on the Advisory Council of the Centre of Excellence in Responsible Business at the Schulich School of Business.



CATHY LOBLAW
PRESIDENT AND CEO,
RONALD MCDONALD
HOUSE CHARITIES
CANADA
As president

and CEO of Ronald McDonald House Charities Canada (RMHC), Loblaw leads the organization to raise awareness and funding for Canada's Ronald McDonald Houses. She is also a founding member of the board of directors of PREVNet, a global network that promotes healthy relationships and aims to prevent bullying. Prior to joining RMHC in October 2010, Loblaw was the president of Concerned Children's Advertisers (CCA) for 15 years.



MARIE MAGNIN
GROUP ACCOUNT
DIRECTOR, KBS AND
HEAD OF CAUSE
COMPANY

Magnin's experience ranges from working for an HIV/AIDS NGO in Africa to launching fully integrated advertising campaigns for a wide range of government, non-governmental and non-profit organizations. She has more than 13 years experience, and in September 2014, Magnin and her team at KBS launched Cause Company – a social and cause marketing division of the ad agency.



JOHN MCALISTER
NATIONAL DIRECTOR
OF MARKETING AND
COMMUNICATIONS,
THE SALVATION
ARMY

At the Salvation Army, McAlister is responsible for media relations, crisis and issues management, publicity and advertising. He has worked for the Salvation Army for more than 20 years, including two years in Zimbabwe, holding various roles in areas from communications to digital media and marketing.



ALLEN OKE
ECD, TBWA/TORONTO
Oke has been with
TBWA/Toronto for 11
years. While at the
agency, he's worked

on campaigns for AMI, which makes media accessible to the blind and partially-sighted, as well as Nissan to transition its CFL sponsorship into a community-based initiative that brought football back to high schools that had lost their programs. In his spare time, Oke helps non-profit ACT develop marketing plans and communications for its yearly Scotiabank AIDS Walk for Life program.



LINDSAY PAGE
HEAD OF PUBLIC
MOBILIZATION,
WORLD WILDLIFE
FUND

Page oversees

brand strategy, global campaigns and sustainability-related partner initiatives at WWF Canada. Prior to her current role, Page spent time at Manifest Communications, where she developed strategies and campaigns to help clients spark social change. Page has also worked with brands such as Coca-Cola, Loblaw, Telus, BMO and Shoppers Drug Mart.



PAULA ROBERTS
CEO, HALO BRAND
LEADERSHIP

Roberts has more
than 25 years
experience in

marketing communications and has held various agency management roles, such as general manager at Roche Macaulay and managing director at TBWA\Chiat\Day. More recently she was VP marketing at SickKids Foundation and EVP marketing and development at Plan International Canada. Roberts launched Halo Brand Leadership in early 2015 and is working with various clients including Skate Canada and Children's Aid Foundation.



PATRICK SCISSONS
CCO, GREY

Scissons currently
sits on the board
of directors for the
Missing Children's

Society of Canada, and in 2012, he led the creation of the first-ever online search party platform, "Milk Carton 2.0," which directly assisted in the rescue of six missing children within five months. Prior to arriving at Grey in 2011, he founded Birthplace, a tech startup focused on emerging channels.

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CANADA DRY MOTT'S NEW PRODUCT LOVE AFFAIR

PRODUCT INNOVATION CAN BE HARD. IN FACT, NIELSEN ESTIMATES NEW OFFERINGS ONLY HAVE A 15% SUCCESS RATE. SO WHY IS CANADA DRY MOTT'S BANKING ITS GROWTH ON NEW PRODUCT LAUNCHES? THE SIMPLE ANSWER: IT'S WORKING.

BY MEGAN HAYNES

Canada Dry Mott's (CDM) is trying to put the snap back in Snapple.

The brand, which is not one of the company's big sellers in Canada, is getting some new life breathed into it, debuting a new product in a new retail environment. Get ready to meet Vodka-infused Snapple, which hits shelves this month.

It's not the first trip down the liquor aisles for the CPG company (which is the Canadian subsidiary of Dr Pepper Snapple Group and also owns Canada Dry, Schweppes Ginger Ale and Mott's Clamato, among others). Clamato's

ready-to-drink Caesars have been a mainstay in the cooler fridge since 2001, but after five years of consecutive growth, Carol-Anne Gower, VP marketing and business development at CDM, says it was time to see if lightening could strike twice.

Vodka and Snapple might seem like an odd combo, but Gower says based on consumer research, the team identified that drinkers were looking for more flavour variety than what was currently in the cooler market, so the peach iced tea (called Snapple Spiked Peach Tea Vodka) fit the bill.

LOOK WHO'S IN THE CLUB NOW



What's more, despite Snapple's relatively low sales (compared to other CDM brands, but also compared to the U.S. where it enjoys strong sales), its name has high brand awareness. "It's got a disproportionate amount of equity to the number of cases we sell," Gower says with a laugh. Add to that the influx of "Remember the '90s" BuzzFeed-style posts floating around, on which Snapple always seems to appear, and it was a natural choice.

The new line will be promoted largely in LCBO stores in Ontario and liquor stores elsewhere in the country as well as online through social, with creative handled by DentsuBos. The creative was still being finalized at the time of publication, but the agency was asked to focus on the newness of the product in its messaging. It targets people in the 25-to-45 age range, with a sweet spot of 25 to 35, skewing slightly female.

This launch isn't designed to drive growth of Snapple overall, Gower says, but rather it's meant to give the brand incremental growth in a new market entirely. And if it can recreate the success of the Clamato line, Gower says CDM will definitely launch a third brand in liquor aisles (and has two more Snapple flavours in the wings).

The new Snapple line is just the tip of the iceberg, Gower says, noting CDM's growth strategy is banking on new product innovation, led largely out of the nine-

person Canadian marketing department. CDM is taking an aggressive approach, she says, preparing to launch seven new lines this spring alone (with more expected in the fall).

But product innovation is notoriously difficult: some estimates put new product success at only 15% (Nielsen), while others suggest 25% (Simon-Kucher & Partners and the Professional Pricing Society). So why is CDM

banking on this incremental growth strategy? Short answer: it's working. All of CDM's innovations from the last three years are still in market, contributing to the company's profit growth, and are considered a success.

Gower says the organization has more than doubled its output of

product innovation over the last five years, with the hopes to continue to increase this output 10% year-over-year.

When it comes to the product innovation pipeline, Gower says the Canadian marketing team identifies the consumer insight or need, and then sends the asks down to the product R&D team in Texas, which works out the

THE NEW SNAPPLE LINE IS JUST THE TIP OF THE ICEBERG. CDM'S GROWTH STRATEGY IS BANKING ON NEW PRODUCT INNOVATION, LED LARGELY OUT OF THE CANADIAN MARKETING DEPARTMENT.

kinks in development and flavouring. The product is then tested and launched. She estimates roughly 50% of the ideas first funnelled through the pipeline make it to shelf.

This is an ambitious undertaking, especially for a team of nine, says Graham Candy, a cultural strategist with consultancy Fresh Squeezed Ideas. Candy, whose specialty is product innovation, says there are big risks when it comes to rolling out new offerings, namely those associated with spreading a brand too thin, meaning it's not always the most sustainable of strategies.

That being said, there are also big opportunities for brands (especially in Canada) to drive business through new product launches.

"Canadian consumers in particular are open-minded and willing to play around with new flavours, exotic packaging or [labels]," he says.

Gower says new product innovation was always part of CDM's marketing strategy, but it has only been within the last five years or so that the company really started to see growth opportunity in it.

She can't recall exactly which launch "flipped the switch" on the power of product innovation, but she points to early Mott's Fruitsations expansions as an indicator.

The brand undertook a deep-dive consumer research project into Fruitsations in 2013. It had been beat to market with a new package (pouched apple sauce) by its competitors, and consumers were feeling increasingly health conscious, resulting in stagnated growth.

The Mott's brand unveiled some deep-seated guilt from its target demo, moms, surrounding snack times. Moms, unsurprisingly, felt they often didn't have enough time to give their kids a healthy snack, and they worried about just how healthy packaged snacks actually were.

So Mott's raced to develop two new lines to assuage the guilt: +Veggies and Fruit Rockets (apple sauces in a pouch format).

And they were hits.

In a flat-to-declining category (the brand competes against the likes of Jell-O, pudding cups and other apple sauces) Mott's Fruitsations grew 4%. The two lines have been so successful, the brand put a TV buy behind the +Veggies line for the first time last year. This year, CDM has created a new spot for Rockets.

Launching early April and running until September, the latest campaign from DS+P features a family of four serenely arriving at a soccer game, with the parents musing on how great it is that they had so much time to prepare. Then the scene cuts to the same family rushing to make that soccer game, with the kids complaining that they're hungry and dad having nothing but a mint to offer. The spot concludes with the idea: Wouldn't it be great to have a portable snack like Fruitsations to offer them? It follows a spot, created last year by the brand's previous agency, U.S.-based Laird & Partners, that's along a similar

vein, where a son begged his mom to give him vegetables (of course, this was just a fantasy). The entire campaign is built around the idea that the brand can solve mom's stress, and that Mott's has a snack for that. It targets parents with children under 12, with media handled by Mindshare and PR by Veritas.

Despite not being first to market with an apple-sauce pouch, the brand has claimed the top spot in the category. And with this latest mass campaign, Gower expects that share to grow (none of its competitors are putting media behind similar product lines, she explains).

Of course, product innovation gives brands an edge in their actual communication, Gower adds. Creative, she says, is much more likely to resonate with consumers when an ad tells them something they don't know – such as introducing them to a new flavour. The upcoming Mott's Clamato SKU is banking on this approach.

The Clamato backstory is that despite its popularity, Caesars were losing top-of-mind status among Canadians. Caesars were great for a barbecue, she says, but not everyone was thinking about stocking the bar for an evening cocktail party – despite the fact that consumers who like Caesars tend to love Caesars.

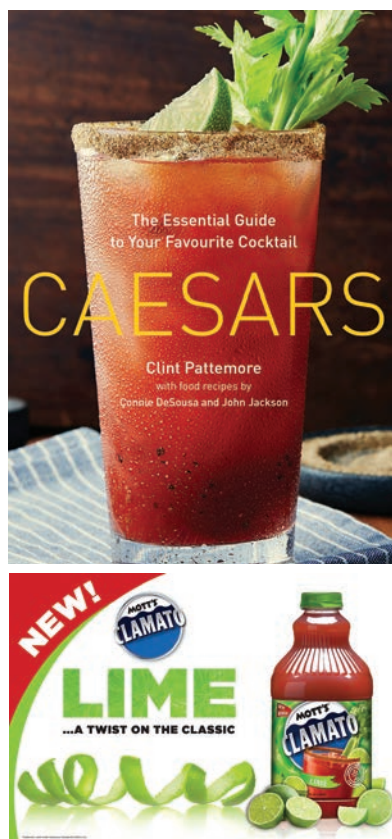
While the health of the brand was strong, she says actual consumption of Caesars (and by proxy, Clamato) was

going down. One of the biggest findings from the research was that, more often than not, consumers just don't have all the necessary ingredients on hand.

To combat that, the brand started a mass campaign a year ago – complete with a recipe book available for sale across the country, showcasing the multitude of ways, and ingredients you can use, to make a Caesar – targeting men and women, ages 25 to 45.

But the culmination of this campaign is the latest brand offering – a new flavour option Gower hopes will introduce new drinkers to the Caesar club: Lime.

Since Bud Light Lime launched in 2008, the citrus fruit is making its way into plenty of products, from chips to pop. It was even named the top flavour of the year in 2013 by research firm Technomic.



It brings a lighter flavour to the Clamato line, Gower adds, something that will hopefully entice existing and new drinkers to give it a try. To promote the new flavour (the first one launched at grocery in eight years) the brand and DS+P are kicking off a mass campaign, which will be supported by digital, print and in-store marketing and sampling.

But why launch a lime product when the flavour is already at the height of its popularity? While Gower says as a company, it's out-innovating some competitors (especially in the clam-juice category, where the brand maintains more than a 90% share, and competes only against private label lines), it's a fine line between being ahead of a trend or being on trend (that is, guessing what they think will be hot versus taking a calculated risk based on what they know to be).

Candy concurs, adding one of the biggest risks in product innovation is that while consumers might say they're interested in trying a new product, they're often not willing to take a risk on a completely out-of-the-box offering – just look at Google Glass (which put a halt on public sales), McDonald's salads (consumers may have said they wanted healthy, but really they weren't going to the QSR for salads) or Axe's venture into the women's fragrance space (canned after a year).


"YOU HAVE TO WALK A FINE LINE OF KNOWING EXACTLY WHAT THE CONSUMER TREND IS BEFORE CONSUMERS KNOW THEMSELVES."

– CAROL-ANNE GOWER, VP MARKETING AND BUSINESS DEVELOPMENT, CDM

As such, a number of CDM's product rollouts aren't ahead of the curve, but rather sit nicely in line with what's already popular.

Beyond the new Clamato Lime line, late last year, the company unveiled Schweppes Dark Ginger Ale, amid all sorts of other

dark products on the market (albeit none in the ginger ale category), such as Tim Hortons' Dark Roast or the glut of new porter beers hitting the shelves. Over at Canada Dry Club Soda, it's jumping on the flavoured water trend, adding lemon and lime notes to its lineup (something consumers were doing on their own, says Gower).

"I think the challenge with getting ahead of the curve is that the cost to innovate is pretty expensive, and you have to walk a fine line of knowing exactly what the consumer trend is before consumers know themselves," Gower says. 



CONGRATULATIONS **SUN LIFE FINANCIAL** ON 150 YEARS

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SUN LIFE: 150 YEARS OF MAKING LIFE BRIGHTER

THE FINANCIAL COMPANY WITH HUMBLE CANADIAN ROOTS HAS BECOME AN INTERNATIONAL POWERHOUSE BY FOCUSING ON CONSUMER NEEDS AND TAKING THE FEAR OUT OF INSURANCE

BY PATTI SUMMERFIELD

Above: The iconic Montreal headquarters was once the largest office building in the British Empire and featured in the Sun Life logo (see p. 41).

The Montreal businessman who founded Sun Mutual Life Insurance Company in 1865 likely would not be surprised by what the company has achieved over 150 years. Mathew Hamilton Gault had a dream to build an insurance company that would contribute to the growth and prosperity of this new country. He did that – and more. By the turn of the century, his company had expanded to the U.K., U.S. and Asia.

Gault's vision and values guided growth throughout the decades and live on in today's Sun Life Financial – a

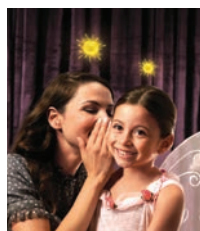
Canada-based international organization now serving millions of customers in dozens of countries.

Over the years, the company's products and the way they're marketed have changed greatly.

From the early days of instilling fear in consumers to today's life-positive messaging, the brand has evolved to reflect changing attitudes in society about insurance and finances.

In the beginning, typical turn-of-the-century insurance sector marketing in North America was centred around fear. It was a reflection of the era, when there was war and great economic uncertainty.

In the 1880s, Sun Life touted the fact that it was the only Canadian insurance company offering an



Above, clockwise from top: Ads during the Second World War got patriotic; Sun Life's activations around the 100th anniversary of the Grey Cup; "Life's Brighter Under the Sun" launched in 2007; the Bank of England used the vault beneath the Sun Life building in Montreal during WW2; a poster for Sun Life from the 1880s.

"unconditional policy." It published year-end results in newspapers to highlight its financial strength, and in 1896 introduced an early form of content marketing with *Sunshine*, a magazine distributed to policyholders, the public and employees.

In the early 1900s, Sun Life ads in the *Globe and Mail* were pointedly male-skewed and exhorted them to live up to their responsibilities. The copy was quite melodramatic with lines such as "Dear little babies – helpless" and asked men if they had prepared for the time when their wife and children could no longer look to them for food and shelter.

During the 1940s, ads took on patriotic stance to show the company's support of the war effort with waving flags and the line, "United for Security." In the post-war years of the '50s and '60s, Sun Life focused on insurance and estate planning for all the newly married couples.

Sun Life traditionally did not use mass advertising to support its brand but rather left it to the company's business areas to handle product and brand promotion.

That changed in the late 1960s when Sun Life's first major celebrity promotion began with the signing of hockey player Jean Béliveau as corporate spokesman in marketing collateral and television commercials.

In the early 1970s, the company's marketing function became more prominent when a corporate restructuring made it one of three main divisions. By the middle of the decade, the strategy had switched from promoting products to Sun Life's people and the company. The thrust of these campaigns, by McKim Advertising, was "quality of life," using sponsorships promoting sports, health and well-being.

When you fast-forward to today, the category is remarkably different. Sun Life is now a financial services company with a wide range of investment products, in addition to health and life insurance. Its marketing approach is all about the consumer. Messages are centred around what the consumer wants and needs and less about the company.

To illustrate how Sun Life Financial helps people achieve a bright future, the company launched the national "Life's Brighter Under the Sun" campaign in 2007 with TV spots and print ads in highly visible programming and popular magazines. The company worked with agency ACLC on the campaign, and then Zig, which merged with ACLC in 2008.

This people-first approach also led Sun Life to a big attitude change about retirement. The company used Ipsos Reid to help it track the expectations of working Canadians for the past seven years. The survey discovered the number of Canadians expecting to be working full time past the age of 65 is now greater than those who expect to be fully retired. In addition, one-third of those

TIMELINE: 150 YEARS OF HIGHLIGHTS

March 18, 1865

Montreal businessman Mathew Hamilton Gault is granted parliamentary approval to incorporate a company to conduct the business of insurance. Unfavourable economic conditions delay the start of the business.

1871

Economic conditions improve and the Sun Mutual Life Insurance Company of Montreal opens for business thanks to a shareholder investment of \$50,000.

1882

The company name changes to the Sun Life Assurance Company of Canada. An advertising poster announces Canada's first "unconditional policy" for customers.

1893

Sun Life begins operations in the U.K.

1895

Sun Life enters the U.S. with a Detroit-based operation and expands into the Philippines.

1914

During the First World War, many company employees contribute to the war effort. Sun Life helps to distribute war bonds. Construction begins on the landmark Sun Life building, the largest in the British Empire at the time.

SUN LIFE AROUND THE WORLD

To reach 150 years as a Canadian company is quite an accomplishment but many may not know that 2015 also marks Sun Life's 120th year of operation in the Philippines where it is the number one provider of insurance products. Sun Life has been in Asia since the early 1890s.

CMO Mary De Paoli explains that back then the same philosophy around Asia held true as it does now, that it's rich in promise and opportunity. "In the boardroom back in 1891, the company persuaded businessman Ira Thayer to go to Asia to start an insurance business. [They said,] 'Get on a train, go across Canada to Vancouver, get on a boat to Asia and take this trunk full of policy applications to a country where you don't know anyone, don't speak the language and we'd like you to start an insurance business. By the way, good luck, let us know how it goes' – and that's exactly what he did."

With an annual salary of \$4,500 plus \$6 a day for expenses, Thayer set up a business in China in 1892 that went on to prosper for the next 54 years. Sun Life grew to become the biggest foreign insurer in China until the Second World War when it shut down operations. The company returned to China in 1995.

Sun Life entered the U.K. in 1893, the Philippines and the U.S. in 1895 and by the end of that century had expanded throughout the West Indies and into Bermuda, South America, Hong Kong, India and Japan. Today, Sun Life also has operations in Ireland, Indonesia, Malaysia and Vietnam.

De Paoli says, "Building a brand around the world is so important because we're all much more connected and will be even more so in the future. There are so many new Canadians from Asia and in particular the Philippines, Indonesia, India or mainland China. When they come to Canada many of them know the Sun Life brand."

currently working expect they will outlive their savings as compared with only one in seven retirees.

Mary De Paoli, CMO and EVP, public and corporate affairs, says, "Retirement for people means many different things – including work – so it's a very different message that we now communicate to customers."

The company launched the "Money for Life" platform in 2011 with then-AOR Capital C (now the brand works with FCB) and media by PHD. The campaign aimed to show it's never too early or late to save for retirement.

De Paoli says the feedback from focus group testing after the first generation of "Money for Life" was surprising. Rather than skewing to an older demo as expected, the campaign also resonated with those just starting out. For them, "Money for Life" meant "money for living life" today and money lasting for the rest of their life.

On the company's evolution, De Paoli says, "The insurance category has had to dramatically improve its view of the customer over the years. I think part of it is that the category has expanded for companies like ours to include wealth management. That allows you to approach a customer with a far more holistic view of how you can help their lives and the lives of their family."

The importance of customer service and innovation is reflected in Sun Life's investment in web, mobile and social media, where it focuses on listening and responding to customers, in triaging issues and quickly getting them the right answer or the right person to consult with.

"We've made it one of our highest priorities to constantly improve the customer experience anywhere, anytime and in any shape that the customer wants to interact with us," says De Paoli. "One example is [an elderly] prospective customer came onto our website a few months ago and used our Advisor Match tool. This person found their advisor online, contacted them online and then sat down and moved their business to them – and this person is 90 years old."

Sun Life has made significant investments in its customer insights team to ensure it gets rapid, real-time insights into how to improve its business. It's discovered that regardless of age or definition – millennial, gen-X, boomer, leading boomer or trailing boomer – customers want insurance companies to simplify the language they use to talk about products and services. Secondly, they want the digital experience to be as simple and efficient as possible. And thirdly, customers want their insurance company to value their business, whether that is by recognizing how long they've dealt with the company or understanding what is important to them.

The launch of its Brighterlife.ca website four years ago

1920 Sun Life now has operations in 55 countries around the world.	paid a dividend for the first time since 1932.	The Bank of England begins using the vault three floors beneath the Sun Life building in Montreal to safeguard \$5 billion in foreign securities.	with the line, "United for Security."	1958 Sun Life becomes a technology pioneer and buys its first computer – a 24-ton Univac II that covers a half-acre space in the company's head office.	1962 Sun Life becomes a mutual company after completing the mutualization process and spending \$65 million to buy back its shares.
1930s The Great Depression hits. Sun Life assets begin to rise again in 1936, and in 1937, shareholders are	1940 to 1945 Second World War: Sun Life is a leading subscriber of Canadian, British and American war bonds. Many employees join the war effort overseas.	Sun Life Assurance Company of Canada advertising shows its support for the war effort	1956 Sun Life enters the health and accident insurance business.		

is one way Sun Life talks with customers. Brighter Life features relevant content for Canadians at every stage of life through sections dealing with money, health, family, working life and retirement, plus tools and calculators to help them manage life and plan a secure financial future.

Sun Life has also taken a page from successful campaigns developed by its Philippines operation that use sports and entertainment celebrities to promote the brand and the value of financial literacy. In Canada, Sun Life currently sponsors a number of sports properties, including the Toronto Maple Leafs, the Toronto Raptors, the Kitchener Rangers, the Montreal Canadiens and the CFL. These partnerships include in-venue exposure, TV spots, social and digital integration, hospitality and fan and employee engagement.

"Ten years ago we would have had a very traditional media plan, predominantly TV but mixed in with other traditional media," says De Paoli. "Today we still have a fundamental investment in TV but it's now also connected to digital, social, sponsorship and live events like our presence in the Grey Cup Parade, or tying TV visibility to the causes that are important to us, such as diabetes."

This year, to mark its anniversary, the Sun Life logo now sports the line, "Celebrating 150 years," curving around the sun. Print, digital and some localized marketing is taking place throughout March and April, including rink boards at Leafs and Canadiens games.

To say thank you to consumers, an anniversary contest is running on Facebook with sports-themed prizes such as Leafs tickets, and to highlight its long history, Sun Life has added a collage of company milestones and stories to its website.

The company also continues its philanthropic efforts, having invested more than \$11 million in diabetes causes in Canada.

"Sun Life is not solely about products," says De Paoli. "Our brand is about building healthier communities, about being a sustainable company. It's about our local but also our global story – and it's about how we can help people in all facets of their life." ☞

THE HISTORY OF THE SUN LIFE LOGO



< **1874** T.B. Macaulay, Sun Life's president from 1915 to 1934, wrote in his 1893 trademark registration renewal letter that this logo represented the classical legend of Phaeton and the Chariot of the Sun.

1890 This symbol was used > in all printed material and pressed into the gold seal at the bottom of all Sun Life policies from 1890 until the 1960s when computer printouts became the norm.



< **1907** This logo often included the slogan "Prosperous and Progressive." The slogan was dropped during the years following the Great Depression.

1915 This logo was used in a variety of printed > material but was discontinued during the Second World War because of its resemblance to the Rising Sun flag, the symbol of the Empire of Japan during late 19th and early 20th centuries.



< **1946** Employee Austin Wright designed this logo depicting Sun Life's Montreal head office building. At the time, it was the largest office building in the British Empire. Its basement was the secret storage location of British securities during the Second World War. Variations of the building's image were used in Sun Life's printed material for 20 years.

1965 The Tree of Life logo was created by Montreal > designer Allan Harrison.



< **1974** Developed for the U.S. market by advertising agency Ingalls & Associates, this stylized logo quickly caught on in both Canada and Britain.

1987 The firm Stewart and Morrison > designed this logo and introduced it at the company's 1986 annual general meeting.



< **2000** The company introduced the now-familiar Sun Life Financial logo to mark the company's evolution from a life insurance provider to one of the world's top financial services organizations.

1978

Sun Life moves its headquarters from Montreal to Toronto.

1984

Construction of Sun Life's worldwide headquarters in Toronto is completed.

1998

Sun Life announces its intentions to demutualize, a process that takes the next two years.

March 23, 2000

The Sun Life Financial Inc. IPO launches with shares trading on the Toronto,

New York and Philippines stock exchanges.

December 17, 2001

Sun Life Financial and the Clarica Life Insurance Company announce an agreement to merge operations.

2007

Sun Life announces an integrated brand strategy in Canada and the retiring of the Clarica brand name, and launches a new campaign under the banner, "Life's Brighter Under the Sun."

2011

The debut of the "Money for Life" campaign. Sun Life Financial launches Brighterlife.ca to extend its brand through content and provide tools to help Canadians plan a secure financial future.

2012

On World Diabetes Day, Sun Life announces its five-year commitment to the University Health Network in Toronto. The company name is put on the world-renowned Sun Life Financial Banting and Best Diabetes Clinic.

2015 CASSIES

THE WORK THAT WORKED

The 2015 CASSIES, held at the Hilton Toronto on Feb. 19 and hosted by comedian and TV host James Cunningham, toasted the most effective marketing campaigns in Canada. Molson and its agency Rethink took home the Grand Prix for the Beer Fridge, which travelled the country and the world, bringing home tremendous results. Check out highlights from a night of celebration.



Jennifer Davidson of Six Pints Specialty Beer Co. presents an award; Brian Kerr and Tony Matta of Kraft; host James Cunningham hams it up by evoking Koodo's mascot in a Mexican wrestling mask.



Lisa Hart, David Kennedy and Morgan Kurchak from Leo Burnett; Laura Rovinescu and Jay Melnychuk from Grey win Gold for a campaign for Moms Demand Action for Gun Sense in America; the scene at the show.



Heidi Avery from DentsuBos and James Connolly from CAMH take home Bronze; Cunningham hands off a Gold trophy to Boston Pizza's Steve Silverstone; Joanne Forrester from Boston Pizza shares a laugh with Taxi's Matt Shoom-Kirsch.



Aviva Groll from Ogilvy accepts Gold as Gina Kiroff, Ola Machnowski, Alex Pente and Ian MacKellar look on; Janis Lindbergs from Cossette and Dale Storey from General Mills celebrate the latter's inaugural Client of the Year Award, presented by the ICA.



Cundari's Aldo Cundari and the *Globe and Mail*'s Andrew Saunders celebrate at the cocktail party; Mike Mills and Brad Cowan from Studio M take home Gold; Darren Clarke from Taxi accepts the first-ever Smart Marketing Award, presented by Canada Post, for the agency's work on Boston Pizza.



Clockwise from top: Attendees banter between awards; Joel Holtby, Aaron Starkman and Mike Dubrick of Rethink celebrate their agency's big Grand Prix win; Jani Yates of the ICA presents the Grand Prix; David Gibb from JWT gives out the Client of the Year Award.

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*Creative
& Content*

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Digital*

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Brand Play*

*Visual
Merchandising*

*Retail
On-Demand*

matchmg.com



Path to Purchase:

The new value equation

Brands and retailers are always exploring new ways to grow their share of basket. It's never been easy, but today, understanding how and when to influence shopping decisions keeps getting more complex. One of the biggest challenges for retailers is in ensuring that they provide a consistent brand experience online and offline.

Although much of the focus in recent years has been on ecommerce, bricks and mortar stores are quickly regaining their importance in the chain. Consumers may be showrooming and doing product research online but then they are returning to stores to make their purchases. Well-known ecommerce brand Amazon took note of this trend and last year in the US began opening its own stores to give customers traditional face-to-face experiences.

This means retailers need to step up to the plate and provide the experience and service that shoppers expect. Digital and mobile tech is changing shopper behaviour but it is also giving retailers tools to provide new experiences such as custom-tailored offers through mobile couponing and in-store beacons.

Mike Duncan, managing partner of Match Marketing Group says, "Through digital and mobile you're able to provide different forms of content that all ladder up to brand engagement and loyalty. Everybody is trying to

drive value as much as possible without falling back on price. Whether that value creation is through the digital content, loyalty points, or preference – value is still a major driving factor for shoppers."

Providing customers with relevant, informative content is proving a powerful brand engagement and loyalty tool for retailers. Big box stores caught onto this early and have enhanced their websites with short feature articles on everything from lawn and garden care to how to host a baby shower. Rather than overtly advertising, the focus is to make life easier for customers, with relevant reference to brands.

One of the biggest trends right now is the continued push towards retailer-owned databases and retailer-led CRM programs leveraging those databases. By accessing the data, suppliers can keep shelves stocked with the right products at the right time, and create brand conversion programs with coupons targeting buyers of competitive products.

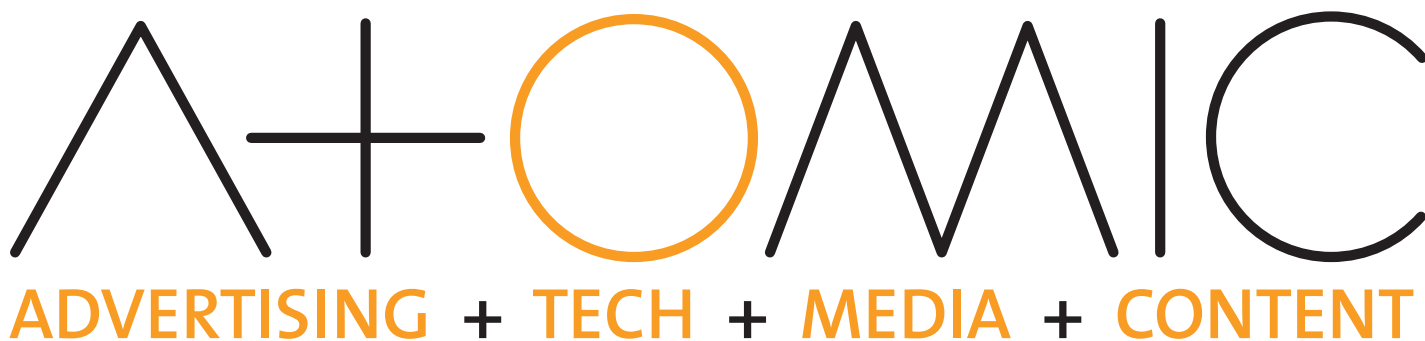
Duncan says the strength of the transactional data allows brands, over time, to create better, laser-targeted programs. "It may cost the manufacturers a little more to access the data, but the spend will be more efficient."

Observing that for a long time the Shoppers Optimum program was the biggest retailer-owned CRM program in the country, Duncan is seeing more potential as new programs come on stream that

are taking advantage of the potential for personalization. "Combine that with what Loblaw's is doing right now with PC Plus, and they're starting to take it to a whole new level." He adds that Match client PepsiCo was awarded the PC Plus Vendor of the Year this year for its successful collaboration programs.

Although the opportunities and channels for communicating with consumers have changed, the basic needs of shoppers still apply. Well stocked aisles, robust product selection, easy returns and good delivery. But as the added value of great in-store experiences and customer service are becoming as important as price, rather than relying on sales, retailers must be creative with themed offers, experiential events and mobile apps.

Duncan adds, "The science behind shopper marketing is continuing to improve with the knowledge gained through monitoring social patterns, social media, the information from retailers in terms of buying patterns, added to info that exists through brands, all of which allows us to create smarter programs that build equity while driving volume. We can speculate on where retail is going, but no one can deny that providing value through mobile at the right moment in the form of relevant content or other incentives, will continue to be a focus. No one has really cracked the code – measuring effectiveness – but everybody is playing with it."



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PepsiCo's Pure Leaf natural brewed iced tea was introduced last year via tasting booths in high-traffic locations across the country

Match Marketing Group:

Spotting opps to influence shoppers

The path to purchase is no longer a straight line and it's not really a path, it's a maze with every shopper taking a different route. Finding opportunities for brands to understand and influence shoppers along that journey is where Match Marketing Group comes in.

Mike Duncan, managing partner of Match MG, says, "The old days of making a list once a week and heading to your neighbourhood grocery store to do a mammoth shop are gone. Now it's occasion based – from 'just in time' to replenishment, from stock-up to grab-a-deal to pleasure hunt. Understanding the triggers in the pre-shop, shop and post-shop phases, and the vital role digital plays, is crucial to influencing behaviour.

Shopper marketing has historically taken an idea created by an ad agency and then supported it through PR, advertising or in-store. Match MG has turned the process upside down by starting from the store out rather than the top down. The results are ideas that work for the retailer, the brand and the shopper.

"That purchase decision is going to be influenced differently and at different times for everybody," says Duncan. "Our job is to ensure that the right message at the right time gets to the right person in the right format – whether through mobile, at store level, or brand interaction through events or consumer intercepts."

It seems to be working. With more than 600 full-time staff and 7,000 merchandisers through its seven offices in Norwalk, Boston, Boulder, Bentonville, Baltimore, Toronto and Montreal, the agency tripled in size from 2012 to 2014 and currently has revenue in excess of \$250 million. Clients include PepsiCo, Mars, Ford/Lincoln, L'Oreal, Novartis, Adidas, Heineken, Campbell's Soup and BIC.

Match's end-to-end marketing begins with insights from the agency's insights team led by Liz Crawford, a consumer behaviour analyst and author of the book, *The Shopper Economy*. The insights team handles analytics and strategy and is charged with understanding the trends at retail, consumer behaviour, staying abreast of digital changes, and tapping into what's next for shopper marketing.

Duncan says, "We like to say that we're the 'first to recognize' what's changing, what are the insights, so we can ensure our creative teams are powered by the right information as they develop their ideas and then execute to take those ideas right through to the end."



The Ford Fiesta Movement put 100 cars in the hands of young bloggers, videographers and online content creators

Insights brought the agency to the realization that television wasn't needed to effectively launch the new Ford Fiesta in the US in 2014. The Fiesta Movement put 100 cars in the hands of young bloggers, videographers and online content creators to spread the message about the car well before it was available in showrooms. The campaign sold nearly ten thousand cars prior to launch. Through social, digital and experiential activation, the campaign allowed consumers to participate in the launch in ways that transcended traditional automobile advertising.

In Canada, Match MG tapped into pet owners' love of animals and created the

Pedigree's Pet Adoption 2014 program that included a 'Buy one. Feed two.' component that helped feed shelter dogs thanks to an up-to-\$150,000 donation by Pedigree.

And for last year's launch of PepsiCo's Pure Leaf natural brewed iced tea, thousands of Canadians were introduced to the new product through tasting booths that popped up across the country, delivering a successful start for the brand by resonating with health-conscious consumers.

"For each challenge that comes your way," explains Duncan, "the key is to really identify the actionable insights that are going to make a difference, to enable you to communicate the right message at each turn of the maze."

In addition to insights, Match MG has all the creative resources to build and execute programs for clients or test them to ensure the client can execute them. The agency's creative capabilities handle branding, advertising, visual merchandising, retail promotion, and branded content. Its experiential division builds consumer intercept programs, brand interactions and events to drive a brand's equity home with consumers.

Match is not only a marketing agency; it is also a retailer with over 100 WOW! Mobile Boutiques in malls across Canada where it sells several brands of handsets and mobile plans.

Duncan says the experience brings some unique advantages in the marketplace. "Retailers are confident that if we bring them a program, it is executable, because of our strength in retail. Info from the retail and merchandising teams is funneled back up into our insights group as they develop the information we need to power the creative process. The fact that we are a retailer just adds extra insights."

Stop telling me to be good

BY PHILLIP HAID

A funny thing happens in marketing when it comes to social issues: we convince ourselves that awareness is an end in itself. In reality, defaulting to awareness is tantamount to letting ourselves off the hook.

Who can forget iconic campaigns like Smokey Bear telling you to put out your campfire or the Partnership for a Drug-Free America showing an image of a fried egg and warning you, “This is your brain on drugs,” or our very own Hal and Joanne telling us to take a “Body Break?” Because of these successful campaigns that told us to “do good,” we now see awareness campaigns everywhere: drinking and driving, eating disorders, animal cruelty, texting while driving, the list goes on.

The problem is they all put a premium on awareness as opposed to engagement, preferring you understand versus enabling you to make a material impact on your health or the community.

So I am here to tell strategists and creatives it’s time to stop doing the awareness thing. Telling people to do good or be better won’t work anymore.

Instead, engage people and you will create meaningful social impact.

The type of engagement I am talking about displays these golden rules:

Give me something to do (and a reason to do it). One of the great things about



Movember succeeds by engaging guys (print ad by BBDO).

Telus asked its Facebook fans to go pink for breast cancer by changing the colour of their profile picture. For everyone who did, Telus would make a small donation. Not sure what to expect, they were amazed when more than 800,000 people participated. Simplicity works.

Make it fun. Volkswagen introduced “fun theory” to a mass audience by running a series of social experiments, including turning a subway staircase into a people-powered piano (remember the movie *Big?*) to increase the use of the stairs versus the escalator next to it. The result was a 67% increase in stair use.

Make it rewarding. To combat distracted driving, Samsung Australia introduced S-Drive, a gamification app that rewards drivers with movie tickets, concerts and other prizes for driving the speed limit, making good turns and not texting while driving.

Make it a win-win-win. To encourage Canadians to get their flu shot, Rexall introduced “Shot for Shot.” For every flu shot given at a Rexall store, the company also vaccinated a child in northern Uganda. The program was a win for its

non-profit partner Amref Health Africa (who delivers the vaccines), the children and families vaccinated, consumers who felt good about getting their flu shot and the company.

Play to my interests. The Canadian Hemophilia Society wanted to make young woman aware that they could be at risk of a bleeding disorder, but rather than run an ad campaign, it created an e-novella on Wattpad called *A Negative*. It wove the public education message and call to action into a Harlequin-esque story for unsuspecting readers who like romance novels and follow the popular author. The result? More than 135,000 reads.

Show up in unexpected ways. Partners for Mental Health needed youth to sign a petition calling for changes to the way we support and fund mental health services for young Canadians. So as part of a national campaign it wrapped a chip truck with the campaign branding (“Let’s Call BS”) and showed up outside of schools and movie theatres with a simple catch: sign the petition and enjoy some free fries. Two days later with more than 10,000 petitions signed – success.

Be authentic. There is probably no better example of a brand authentically engaging in social issues than Patagonia. Its “Worn Wear” campaign encouraged customers to fix and wear its products for as long as possible. The results? A 46% increase in sales from the previous year.

Embrace failure. Engagement necessitates trial and error with your audience to see what they respond to and how. So it is vital to re-frame failure as learning, iterating as you go. As Thomas Edison said, “I have not failed, I’ve just found 10,000 ways that won’t work.”

So next time you are asked to create an awareness campaign, turn it into an action campaign instead – one that seizes the moment, delivers an irresistible incentive and incites engagement. Telling me to be good is one thing. But showing me the way and enabling the behaviour will have a greater impact – much more than words can say.



PHILLIP HAID is co-founder and CEO of Public Inc., a Toronto-based social purpose agency and innovation lab.

Movember is that the campaign tapped into a behavioural truth: most men at one point in their life want to see what they look like with a moustache. The campaign gave them an excuse to grow a mo and a good reason to do it.

Make it simple. A few years back,

Why marketers need to tell better stories

BY JANET KESTIN

When I was 19 years old, I worked in a warehouse and didn't know it.*

Have I got your attention? Do you want to know more? That's what a good story can do, but "storytelling" has been getting a bad rap lately. Last year, the great designer Stefan Sagmeister led a parade of people who hate how the term is being used for anyone who isn't a "real" storyteller, like a novelist or a moviemaker. I hate that this fundamentally human behaviour has become a buzzword. Narrative connects people. There's scientific evidence that it links the minds of listener and speaker; it creates empathy and understanding. Knowing how to tell a good story is tied to decision-making and, in business, the bottom line.

I worked with a company whose innovation group was looking for more success in selling ideas to gatekeepers and decision-makers. The group had found that its data-based, fact-filled, PowerPoint-presented business cases often failed to convince – which meant a stupid amount of time and money lost.

The team realized they had to learn

to tell stories that could give the facts context, save the cost of prototyping every last idea and reveal the potential of less obvious ones – stories that would enable decision-makers to see more clearly.

They were nervous. Spinning a yarn over a beer is one thing. But the boardroom? What if you're rotten at it? Or

someone says, "Get to the point."

"Getting to the point" is price of entry in an age of procurement and brief attention spans, but not being able to bring an idea to life has a steep, invisible price. If your audience can't feel the value of what you're offering, ideas with pots of potential wind up in the trash because nobody cares. Projects need champions. Customers need convincing. So, how do you inspire passion in others? Take a lesson from this insightful R&D guy, who needed support and buy-in for a packaging innovation.

"Orange plastic melts at 120 degrees," he began, and went on to weave a riveting tale of temperatures and molecules. "I

and a mid-level manager who believed it was because each factory was doing its own purchasing. The manager made the case for changing this practice, but management wasn't sold. So he gathered 400 similar varieties of work gloves used in the company, along with their individual costs and suppliers, and put the mile high pile on the boardroom table in front of his bosses. Then he retold the story. Dramatic? Yes. Successful? You bet. Everything changed when the dry info came alive.

The End: Will the last thing you said stay with them? Leaving an indelible final thought may be the difference between thumbs up and thumbs down.

ONCE UPON A TIME → OH SH*# → THE END

was on the edge of my seat every second," said one of the assembled groups. "How often does a layperson feel like they can't wait to hear the details of getting to a new plastic container?"

Mr. R&D hooked them from the get-go, breathed life into the problem, included the critical facts and figures and left them breathless and committed. You can do it too. Here are a few things to think about when you're aiming to build an irresistible case.

1) The story arc, boiled down by AOL's David Shing:

Once Upon a Time --> Oh Sh*# --> The End

Once Upon a Time: Start with a gripper, like the R&D guy did. The words "Let me tell you a story," or a surprising opener, lights up the part of the brain that says "reward." It captivates your audience.

Oh Sh*#: Bring vivid life to the problem. In *The Heart of Change*, Harvard prof John Kotter tells the story of a company with an inefficient purchasing process

2) Fill the spaces between "Once Upon a Time," "Oh Sh*#" and "The End" with the information you need to convey.

3) Let someone else's objective eyes help identify what's missing or unnecessary. You'll take a tighter, stronger, more human and motivating tale into the room.

4) Do it your way. If you're funny, let it show. If you're passionate, be that. Your authentic voice is an asset.

5) Steep yourself in brilliant storytelling. Listen to businesspeople, firefighters, waiters and others like you at the momma of all story podcasts, themoth.org.

Some storytellers are born; others are made. It's worth the effort to become one because the best story wins in the boardroom, with the customer and ultimately, the consumer.

The end.

*True story. If you want to know the ending, janet@swimprogram.ca



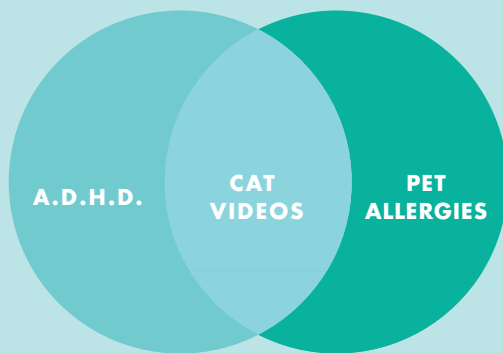
JANET KESTIN is co-founder of the consultancy Swim and former CCO at Ogilvy, where she helped come up with award-winning campaigns like Dove's "Campaign for Real Beauty."

And we shall KNOW THEM BY THEIR HATS!

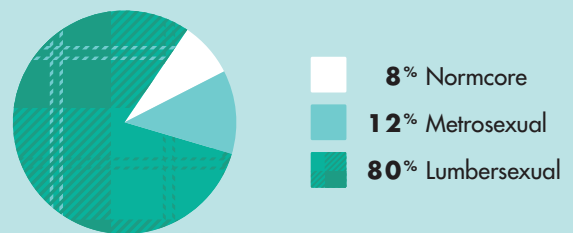


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ENTERTAINMENT



FASHION



HAIR



BOOMER
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party in the back



MILLENNIAL
Party in the front,
business in the back.

TRANSPORTATION



BOOMER
Bicycle



MILLENNIAL
"Fixie"

DREAM JOB



Curator of
Artisanal Pickles



Director of
Online Outrage



Aggregator
of Likes

VACCINATION PIONEERS



Dr. Louis Pasteur

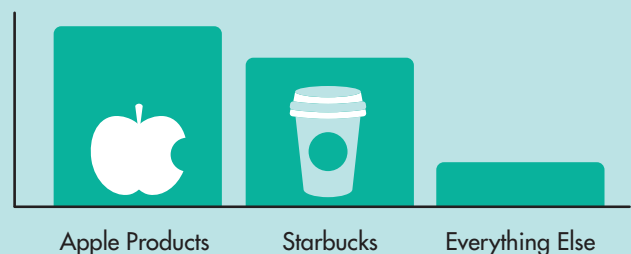


Dr. Jonas Salk



Dr. Jenny McCarthy

SPENDING HABITS





CONGRATULATIONS ON 150 GREAT YEARS!



FROM YOUR FRIENDS AT



BRINGING THE WORLD TO ITS FEET