



Long Term Effects Entry Form 2019

Entry Form Instructions & Reminders

The creative expression is not restricted to one idea but the campaign must have a primary objective and a consistent or evolving strategy. There may be supplementary objectives over the course of the campaign. All Long term Effects entries will be judged in Round 2.

Entries for Long Term Effects may well be eligible for the relevant category on List A using the appropriate entry form.

Eligibility

Entries into this category must demonstrate sustained results over time. There is no restriction on the start date of the campaign other than, **at a minimum**; results must date back to **March 2016**. The entry **must also include results** in the most recent period, between **April 2018 and March 2019**.

Formatting Requirements

Page Limits: You have up to **twelve A4 pages** to tell your story. You may use as little space as you wish for each question, so long as your total **written** case does not exceed **twelve A4 pages**. **This does not include the instructions front page, media addendum or the authorisation back page.**

Charts, Graphs and Images: to display data and creative are strongly encouraged throughout or at the end of the form. Graphs and charts are additional to the twelve A4 pages. Creative images must not exceed three A4 pages, which can also be additional to the written case.

Directions Appearing with each Question: must **NOT** be deleted from the completed case; they serve as a guide for both entrants and judges. Complete entry form in - **Type face: black font; 10pt minimum**. All data must include a specific, verifiable source. Data without a source may result in entry disqualification. Answer every question or indicate "not applicable". Any unanswered question will result in entry disqualification.

Entry Number:

Enter here

Agency:

Clemenger BBDO

Advertiser:

Carlton & United Breweries

Entry Title:

Overtaking the classics to become Australia's favourite beer

Category:

Long Term Effects

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Executive Summary

An Executive Summary of no more than 100 words is required.

Australia. The land of sun, surf... and beers. Throughout the years we've been known for our local brewing giants. The VB's. The XXXX Gold's. The Toohey's New's. They were what Aussies drank and are as much a part of our cultural DNA as Vegemite. But in 2015, the mainstream Australian beer category had been in steady decline for six years – which wasn't great news for our client, Carlton & United Breweries. Our challenge? Launch a new beer at scale that epitomised our country and recaptured the hearts, minds and mouths of modern-day Australians and return a bloody good ROI as well.

Questions 2 to 4: Challenge, Objectives & Strategy (24 Points)

Entries need to build a compelling business case with their answers to these three questions. Objectives should be quantified. Entries will be marked down for not providing measurable goals unless reasons are well argued. Judges will consider the degree of difficulty and budget when allocating marks. Higher marks are deserved by cases with a greater degree of difficulty. Describe the primary objective and how the strategy evolved over time.

1. Total Campaign Expenditure:

What was your total expenditure including development, media, production, agency fees and any other costs including production and value of donated media and non-traditional paid media? Tick below the range of total expenditure for the assessed period and average p.a.

Under \$500 thousand	
\$500 - 999 thousand	
\$1 - 2 million	
\$2 - 5 million (Per year)	x
\$5 - 10 million	
\$10 - 20 million	
\$20 - 40 million (In total)	x
\$40 million and over	

2. What was the strategic communications challenge?

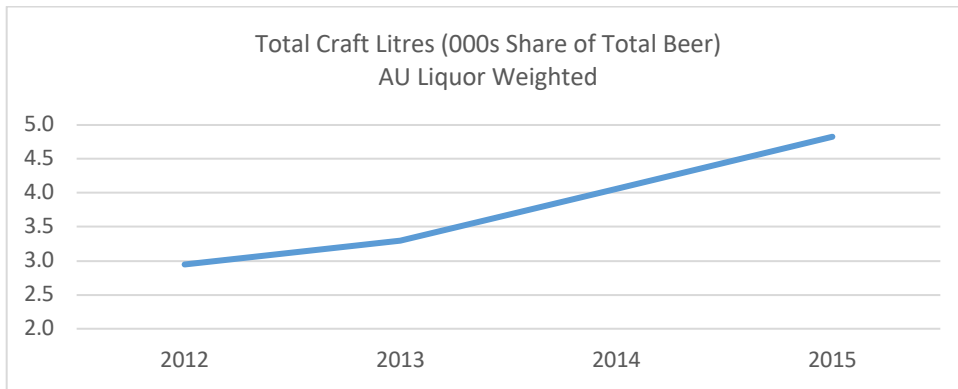
What was going on in your category? Provide information on the category, marketplace, company, competitive environment, target audience and/or the product /service that created your challenge and your response to it.

A tough climate for mainstream beers

Beer brands such as XXXX Gold and VB are part of the cultural fibre of our country. But they, and the category they're part of (what's colloquially called the mainstream beer category) were under attack, driven by three main factors:

1) The growth of craft and premium import beers

By the mid-2000s premium import and craft beers had started to flood the Australian market to the point where newer entrants were crowding out the taps and fridge space on-premise (i.e. in pubs and bars), and the floor space off-premise (i.e. in store locations such as Dan Murphys or BWS). This made mainstream beers not only harder to find but also made them appear less interesting, and modern.

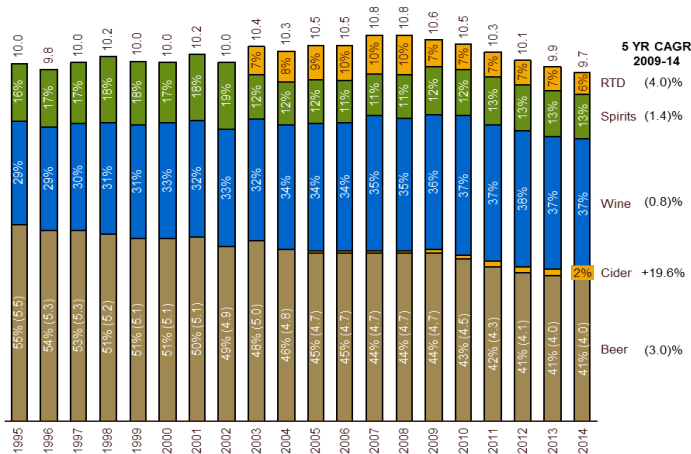


SOURCE: CUB Internal Tracking Data, April 2019

2) A national downturn in overall alcohol consumption

Australia is known and stereotyped as a beer loving nation. But an increasing trend towards health and wellness alongside an increasing desire to stay in control has meant beer consumption has actually been on a steep decline for the last 40 years. This was troubling for Carlton & United Breweries as it's a brewery that makes most of its profit from brewing and selling full strength beer.

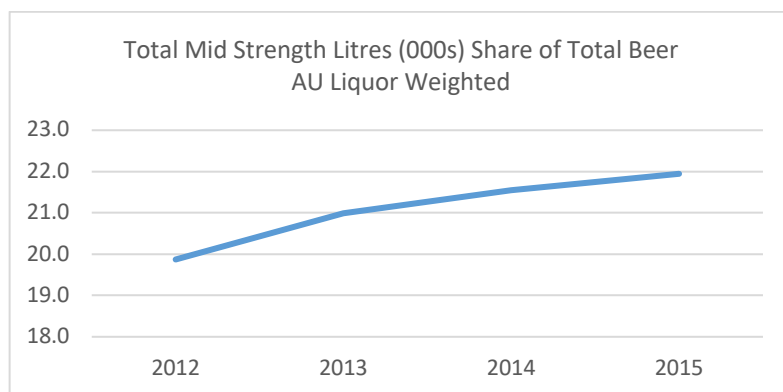
Volume of Alcohol per capita by Category (m LAEs per person 18+, MAT June, ABS)



SOURCE: CUB Internal Tracking, 2019

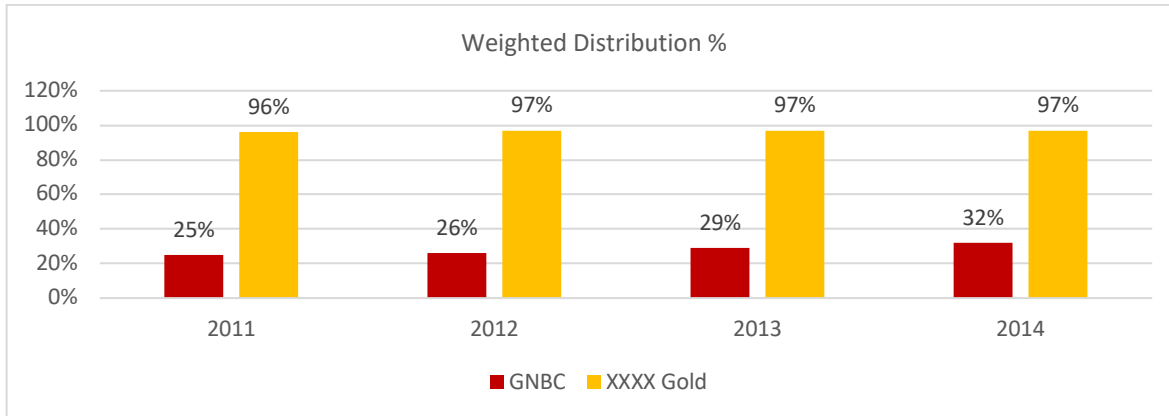
3) Rise in popularity of mid strength beers

Health consciousness, the governments 'drink in moderation' message, and the rise of a plethora of craft beers meant that when Australians were drinking beer, they'd trended away from full-strength classic beers and were moving towards easy-drinking liquids (lower bitterness) and lower alcohol strengths. Our competitors had seen success in the mid strength beer market – for example XXXX Gold, a mid-strength product from CUB's arch rival Lion, XXXX had risen to dominance both in QLD (a critical State in terms of volume) and at a national scale.



A product solution to XXXX Gold

CUB had launched the Great Northern Brewing Company (or GNBC for short) as a predominantly QLD based competitor to full strength XXXX in 2010. It had been a slow start for the brand with low marketing investment. By 2014, distribution and share remained low as the brand failed to gain mass traction with consumers and customers (i.e. distributors) alike.



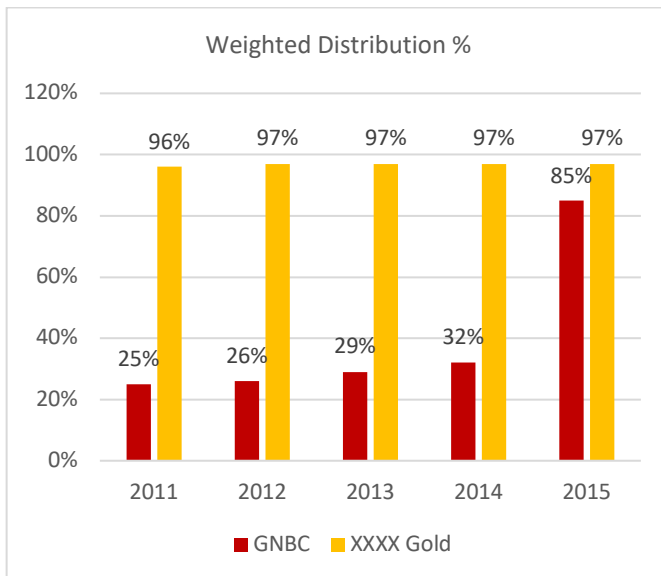
SOURCE: CUB Internal Tracking, 2019

Seeing the strength and popularity nationally of XXXX Gold (XXXX's mid strength beer), CUB decided to revitalise and scale Great Northern into a mid-strength beer brand, done via a larger variant named 'Super Crisp' under the flag of the Great Northern Brewing Company (GNBC).

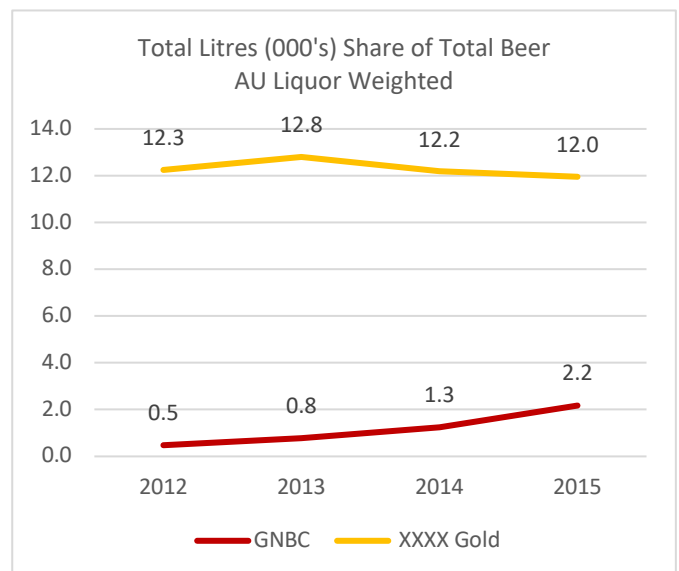
Product fuelled strong distribution, but volume share remained worryingly low

We start this case study at the beginning of 2015. At this point in time, the introduction of Great Northern Brewing Co's mid-strength variant was well received by the retailers. Driven by a strong CUB sales team, national on-trade and off-trade availability was near to on par with XXXX by the beginning of 2015.

Worryingly our product and distribution were on par with our fiercest competitor. Our volume share remained at a depressing single digit level.



SOURCE: CUB Internal Tracking, 2019



We had inherited a classic Byron Sharp case study. As Byron Sharp says – two levers are needed for a brand to succeed:



SOURCE: Byron Sharp, How Brands Grow, 2010

We had a great product, great placement and a great price point slightly above our competitors (see 'other factors' section for pricing details) to keep a healthy margin. The challenge to marketing and the agency was to bring the fourth 'P' promotion to life. We needed to create national mental availability of the Great Northern Brewing Co, leading with our mid-strength offering: Super Crisp. If we didn't, we'd fail to capitalise on the investment that CUB had poured into the brand to date – and XXXX would continue to dominate the Australian market. As with all great Aussie tales, money but more importantly pride was on the line.

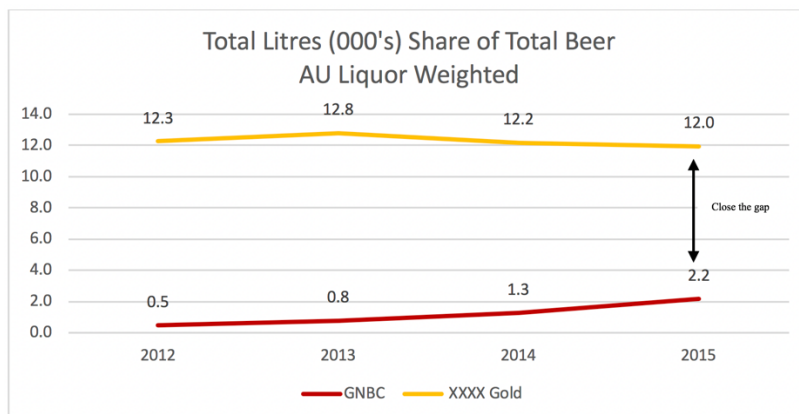
3. What were your objectives? State specific goals.

Your entry is expected to include compelling data including behavioural objectives and results. Only in rare instances are the judges likely to award an entry that only demonstrates attitudinal changes. Provide a % or # for all goals. You must provide benchmark and context for your goals versus year prior and explain why they were significant and challenging in the context of your category. How did the objectives evolve over time?

To make up for the slow but steady decline in our mainstream beer portfolio, we had two hugely ambitious targets

Objective 1:

Increase the market share of the Great Northern Brewing Co nationally from 2.2% in 2015 to overtake XXXX by 2020. XXXX's market share had averaged 12% over the last 5 years.



SOURCE: CUB Internal Tracking, 2019

Objective 2:

Drive the growth of Great Northern Brewing Co to become one of CUB's Top 5 brands.

CUB don't track soft brand or attitudinal metrics. However, beyond our hard market share objective above CUB's internal ambition was to take this fledgling brand to a Top 5 position within their portfolio of beer brands, many of which had a huge historic legacy, still operate at significant scale and boast a loyal following.

If the market share objective and beating XXXX weren't frightening enough, we were now pitted against the strong legacy brands we'd help build. In 2015, Great Northern Brewing Co was nowhere in sight of the top 5. Winning here would be a strong indicator of the brand's ability to build and hold volume growth over time – and let our fellow marketing team members claim success amongst their colleagues.

CUB RANKING AU LIQUOR WEIGHTED	
RANK	2015
1	VB

2	Carlton Dry
3	Corona Extra
4	Carlton Draught
5	Carlton Mid
6	Crown Lager
7	Pure Blonde
8	Great Northern
9	Stella Artois

SOURCE: CUB Internal Tracking, 2019

4. What was your strategy – and how did you get there?

What was your strategy? Was it driven by a consumer insight or channel insight or marketplace / brand opportunity? Explain how it originated and how the strategy addressed the challenge.

With a strong product, packaging and placement we needed a water-tight plan to create mental availability. The first question to answer was 'with who?'

Fish in ponds that had been long forgotten

We'd earlier mentioned the rise of craft beers that'd happened over the 2000s. The beer category, like many others had in recent years found their fortunes in targeting Millennials. As the beer category continued to decline, it seemed sensible that the category's energy and advertising was now focussed on cool younger drinkers who wanted cool new exotic beers and were willing to spend on it.

But this accentuated two areas of focus for us:

1. Talk about mid-strength where everyone was focusing on craft beer. No wonder there was a decline in the penetration of classic and mid strength lagers. After all, a lack of new ads and news meant no new mental availability had been created here for classic beers.
2. Talk to older drinkers when everyone was focussing on a younger audience. We had the opportunity to zig whilst others were zagging, to target an older audience – those 35 and up.

Our Great Northern lager was perfect to talk to and convert older drinkers, both male and female, who were looking for options beyond their classic beer repertoire. Next step: find out what they were looking for in a beer.

A functionally strong beer in need of a competitive edge

Great Northern Brewing Co's functional benefits are that we're a classic Aussie lager with a clean crisp taste. Our mid-strength 'Super Crisp' variant added appeal to our audience who were seeking a refreshing, great tasting lager, the moderation of a lower alcohol beer because of family and work responsibilities and consciousness of expanding waistlines as they reached 'middle age'.

Qualitative research told us that the beer that they were looking for was one that was easy to drink and provided a 'refreshing way to relax'.

OVERALL THE BIGGEST BENEFIT HOWEVER IS THAT WE ARE EASY TO DRINK... HIGHLIGHTING OUR KEY PRODUCT TRUTH...

A STRONG LIST OF POSITIVE PRODUCT ATTRIBUTES ARE THE KEY TO US BEING SEEN AS EASY TO DRINK.

PRODUCT ATTRIBUTES

- NOT TOO BITTER
- NOT HEAVY IN THE STOMACH
- NO AFTERTASTE
- CRISP
- CLEAN (TASTE)
- SMOOTH (TASTE)
- LIGHT (TASTE)

"I hate struggling down 4-5 beers and feeling horrible the next morning. Great Northern is just really easy to drink and doesn't keep you down the next day."
- Holly

"It's almost like it's not a beer, it's like something in between a beer and something else. You can drink it and stay on it"
- Matthew

SOURCE: The Lab Qualitative Research

But nothing about that set us apart from our competitor, XXXX. They too had a full strength and mid-strength lager. They too were talking to an older audience. And they, annoyingly, had cornered the market for years.

Zeroing in on what your choice of beer really means to people

If our first classic marketing lesson learnt was that we had all the physical availability we could ask for, we 'just' needed to build mental availability, our second classic marketing lesson was this:

People make brand choices on both rational and emotional grounds.

Rationally, people were telling us that they'd chose our beer because it was refreshing and easy to drink.

Emotionally, we found something more interesting:

A person's choice of beer is representative of how they see themselves

And so, like diligent strategists, we dug a little deeper.

A category mis-portraying how our drinkers wanted to be perceived

12 years ago, XXXX Gold won a Gold Effie in Australia for its infamous work around 4 blokes and a dog. The construct of these ads was simple and effective. Four ocker blokes, in QLD, having a typical weekend away from all their responsibilities causing mischief in a slapstick way ending in them scoring some XXXX Gold. Tonally, it was described as down to earth, relaxed, larrakin and blokesy by the paper's author. After all, as their qualitative research revealed at the time, "When you're enjoying time with your mates, you shouldn't have to apologise for anything".



A change in cultural aspirations - from careless and carefree to capable

But XXXX Gold's famously effective work launched over a decade ago. And since then, times have changed. A scene of four grown men shunning all responsibility, going up to QLD, getting up to laddish mischief, and being kind of 'slapstickly' hopeless like Joey from friends suddenly felt dated – not to us, but to our consumers.

When our consumers described XXXX Gold drinkers they used words such as 'bloke', 'boy', 'unsure'. They said 'they're the guys wearing stubbies. They're kind of desperados'.

There's no good way of interpreting 'desperados'. Being blokey, boying, and a little lost as to what you were doing away from the Mrs were no longer ideal traits.

Conversely, they described a Great Northern drinker as 'mature', 'considered', 'self-assured'. A person who could take care of his family but could also take care of himself too – at home or in the great outdoors. That was their aspiration and how they wanted to be viewed. Bear Grylls, Escape Fishing with ET and people at Australia's favourite hardware store Bunnings sprung to the mind of our current audience today when talking through who in culture represented this/them.

In short, ideals and culture had changed from Joey & Chandler and the Jackass crew from late 90's/early 00/s when XXXX was at its best – yet communications in the category hadn't shifted with it.

THEIR CHOICE IN BEER IS REPRESENTATIVE OF HOW THEY SEE THEMSELVES...

ANOTHER BRAND DRINKER (E.g. XXXX GOLD)

"BLOKE"
"BOY"
"UNSURE"

"XXXX Gold...they're the guys wearing stubbies. They're kind of desperados..."
- Trent

"Corona guys, they're those young yuppies, who are all about the lime. The lime is the issue..."
- Stephen

A GNBC DRINKER

"MATURE"
"CONSIDERED"
"SELF-ASSURED"

"Great Northern is a guy who is into his friends and family, he's very much an outdoors person, and just wants to be around people that are the same"
- Matthew

SOURCE: The Lab Qualitative Research

Our insight?

Though both XXXX Gold and Great Northern both conjured up the enduring aspiration of our audience to escaping to the great outdoors with their mates, *nowadays being capable was prized beyond being careless and carefree.*

Questions 5 & 6: Implementation (16 Points)

Entries should succinctly explain the big idea that drove the campaign.

Entries need to explain the communications strategy that took the idea to market. We need to understand the target audience and channels used, and why.

Entries need to provide sufficient creative examples to enable the judges to understand the campaign. If there was a number of campaigns describe how they worked together.

5. What was your big idea? What was the idea that drove your effort?

The idea should not be your execution or tagline. **State in 25 WORDS OR LESS.**

The Great Northern Brewing Company inspires mates to reconnect in the great outdoors

6. How did you bring the idea to life?

Describe and provide rationale for your communications **strategy** that brings the idea to life. Explain how your idea addresses your challenge. Describe the target audience and channels selected, and why? Describe how the creative and media strategies work together?

In not more than three A4 pages show sufficient creative examples to enable the judges to understand the campaign. These pages can be additional to the ten A4 page written entry. (Graphs and charts are also additional to these pages).

Bringing new aspirations to life

Pre-2015, Great Northern had dabbled in mass communications with the line 'The Beer from Up Here', set on communications that were akin to tourism ads that told our audience nothing more than we were from QLD. We knew from our market share data that just claiming provenance wasn't going to be enough.



2013/14 Example Advertising

Our evolved communications strategy was to leverage the existing brand line of 'The Beer from up Here' and to keep the sense of the aspirational lifestyle of the Great North but bring the idea of mates escaping the everyday grind to experience the far north in a more culturally relevant, modern and aspirational way across their entire communications ecosystem, from traditional media and activations to brand partnerships and the in-store experience.

Our audience findings had shown us that the ideal wasn't what XXXX had portrayed. We needed to be:

- **Less larrikin and more authentic**

Culture now looks to more authentic role models (the rise of influencers, reality TV, real casting, anti-airbrushing) than ever before. Our cast would be mixed gender, salt-of-the-earth, relatable real people who'd you'd see on a bushwalking trip rather than the gloss or slapstick of Hollywood.



- **Less slapstick more ingenious**

Our protagonists wouldn't be goofy lads who didn't know what they were doing in the bush. They were comfortable there and could handle themselves well in any situation that'd come their way – not in a bombastic Survivor way, but in a more everyday handyman way. Someone who'd be able to take care of themselves, and their beer on a weekend away.



- **Less carnage more chilled**

Life these days is hectic enough. Our communications needed to capture the relaxed and chilled excitement of a great weekend away from it all, not an amped up lad's weekend away.

- **Launching our construct with mass reach assets**

In 2015 and 2016, GNBC launched their new construct nationally with an AV asset called 'River Run'. This was a visually stunning film showcasing mates enjoying the great outdoors, demonstrating their resourcefulness by passing beers to each other down a free-flowing waterfall whilst capturing the aspiration of a tropical-QLD escape to our core drinkers.



River Run TVC

GNBC followed this up in 2017 and 2018 with 'The Pub', a film bringing to life the journey of two mates through the beautiful scenery of far north Queensland as they traversed their way to an idyllic Great Northern 'Pub' set atop a mountain vista. This further cemented the beers defining traits around capability, escape, off the track smarts and authentic far north QLD experiences.



The Pub

These films were complemented with OOH, social media, Spotify banners and pre-rolls which all championed the beauty of the great outdoors and the capability of our protagonist mates. In-store and on-pack competitions helped GNBC secure key off shelf locations, creating brand stand out at the point of purchase.

Drawing in our audience through an authentic Great Northern lifestyle

We added credibility and strength to the brand ideal by creating content, partnerships and experiential activities that showed our audience experiencing three rich brand pillar areas that defined Great Northern's world. These pillars were 'off road', 'off shore' and 'off the map',

In 2016 and 2017, we ran a broadcast content series that brought these worlds to life. In partnership with National Geographic, the series was called 'True North' and it was hosted by Matt Wright – a rugged Aussie outdoor hero who's done everything from being a horse wrangler, to being a soldier in the Australian Army, a crocodile egg collector and a helicopter pilot. He was the perfect, authentic person to epitomise Great Northern's outdoor spirit. In this series, Matt and his mates take people on adventures around hidden pockets of Australia, doing the things they love with a Great Northern in hand.



True North content series

We paired this with a social amplification idea and content series called the Great Northern Breakaway. Here, we invited our audience to not just watch the show, but be part of it, winning a bucket list experience in the great outdoors alongside our brand ambassador Matt Wright.



To round our campaign off was the all-important trade engagement arm of our communications plans, which activated and carried through our audience's love of getting out and doing things in the great outdoors in off-premise locations.



Question 7 & 8: Outcome (40 Points)

Answers to questions 7 & 8 are the most important. This is what the Effies are all about - the results.

Entries should show how the campaign achieved or exceeded objectives and demonstrate how the campaign made a difference. The results should relate back to the objectives; the data should support the assertions; the timescale should be clear. Hard data (sales, share) is more important than intermediate (awareness, equity) or soft (likes, qual), although they can help support your case. Make sure the results follow activity.

Demonstrate the causal effect between campaign and results.

Judges need to be convinced that the marketing investment provided a positive financial return - if that was a requirement. Indexing of data is acceptable.

When assessing ROI, the judges will consider long term projections or lifetime value, but remember that judges are sceptical of projections they consider to be overly optimistic.

Non-commercial cases should attempt to quantify a social return on Investment (SROI).

7. How do you know your campaign was successful?

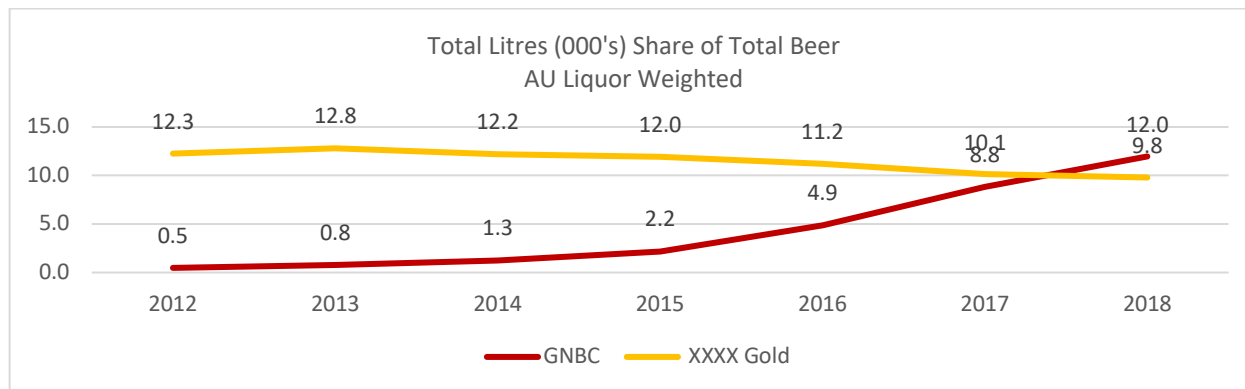
Detail why you consider your effort a success. **Refer to your objectives** (results must relate directly to your objectives in (3) – restate them and provide results) and demonstrate how you met or exceeded those objectives using quantitative and behavioural metrics. Demonstrate the correlation between activity and outcomes. Did your effort drive in-market results? Did it drive awareness and consumer behaviour change? Use charts and data whenever possible. Explain what x% means in your category. For confidential information proof of performance may be indexed if desired.

Make sure you address every objective, whether fully achieved or not. Indicate why the results you have are significant in the context of your category, competition and product / service. Explain how it evolved over time.

Objective 1:

Did we overtake XXX Gold, and increase Market Share nationally from 2.2%?

Yes. We increased our market share from 2.2% in 2015, to 12% by 2018. We overtook and stole share from XXX Gold, three years earlier than our intended target. Our market share of 12% also lets us claim the proud title of **Australia's most popular beer.**



SOURCE: CUB Internal Tracking, 2019

Objective 2:

Did we drive growth of Great Northern to become one of CUB's Top 5 brands?

Yes. Great Northern is now not only in the Top 5 CUB brands as measured by total weighted liquor sales, but is the top beer in CUB's total beer portfolio.

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Other measures of success

Additionally, 'The Pub' TVC is CUB's best ever tracked TVC (80% enjoyment vs category benchmark of 57%, branding recall 78% vs category benchmark of 60%) (SOURCE: Milward Brown Link Testing 2017/2018)

We do not have perceptive measures for Great Northern. But qualitative research has showed us that Great Northern has been established firmly as an Australian beer, and is now seen by the public as quintessentially an Aussie brand as Vegemite and VB!

Who comes to mind as 'Australian' brand?

FOOD

- Vegemite – our distinctive spread
- Weet-bix – grew up with it and all about building strong, sporty Australians
- Tim Tams – our famous choccy biscuit
- Four & Twenty pies – easy tradie food

BEER

- VB – (often mentioned), true blue Aussie beer, for a hard-earned thirst
- Great Northern – think of those ads in Aussie paradise
- Iron Jack – that real 'Aussie bushman beer' I picked up because I loved the packaging
- Also guys mention Toohey's, XXXX as well.

TRANSPORT

- Qantas – safest airline in the world, nostalgically all about home for travellers
- Holden – the classic Aussie car (vs Ford)

PRODUCTS/RETAIL

- Victor mowers
- Hills Hoist
- Colourbond

CLOTHING

- RM Williams – well made, tough bushman's gear
- Akubra – hats for the outdoors
- Bonds – down to earth underwear for Aussie
- Mambo – quirky shirts and shorts for Aussie guys
- Billabong – surf gear to suit our coastal way of living
- Tradie – underwear for tradies

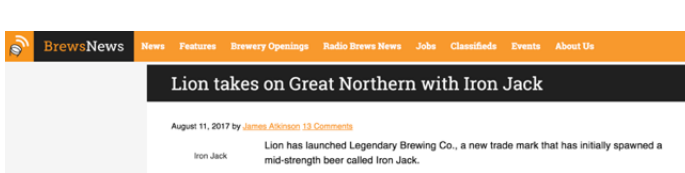
SPORT

- AFL – Australia's own football code
- NRL – our own working class rugby code
- Australian Sports - lots of World class sporting teams and individual athletes (Cricket, Swimming, Rugby etc)

Australian Values Research, Brand Tonic, April 2019

Sometimes, imitation is also the sincerest form of flattery

We had seen from Lion Nathan and XXXX Gold that a lever to success was the development of a mid-strength beer. And they, in return had seen the effect that marketing and creating mental availability by understanding how Australian male culture had shifted from showing careless and carefree to capable protagonists had worked for us – launching Iron Jack product in 2018:



8. Did it achieve a positive ROI?

You need to convince the judges that the marketing investment provided a positive financial return – if that was a requirement. Except in ROI category, the entry will still be eligible if data is not provided, but entries that provide convincing evidence will gain additional marks. (Note that this data can be indexed and/or excluded from the published case on request.)

ROI measures by what percentage the incremental gross profit (not gross sales) generated exceeded the campaign costs/investment. 'Incremental' means comparing what happened, with what would be expected to happen had the campaign not taken place and/or that status quo maintained.

So, if the incremental gross profit is \$1,000 and campaign costs are \$1,000, they cancel each other out and the ROI is 0%. If additional gross profit was \$1,500 the ROI is 50%. (refer to the supplementary notes on ROI calculation)

We recognise that there will be occasions when profit cannot be demonstrated. For example:-

- When the client will not divulge profit margins. In this situation we will accept the use of category normative margins;
- When the return is expected over some years. In this instance judges will consider projected ROI or lifetime value, but remember that judges will be sceptical of projections they consider to be overly optimistic.
- When profit was not a primary objective. In this instance entries must convince the judges why the campaign should be assessed on non-financial objectives and demonstrate that these objectives were achieved. For example, did the campaign help company X land a bigger deal, or did it increase the share price of the company, or did it generate an X% uplift in brand equity (which traditionally costs X)? Soft intermediate measures such as 'likes' or media exposure will not be accepted as primary objectives. As always, judges will be sceptical of calculations they consider tenuous and overly optimistic.

Social Return or Investment (SROI) is an increasingly common measurement in the social, government and NFP sectors. It aims to place a monetary value on the social impact (the benefit) of an activity and compares this with the cost incurred in creating that benefit. No set formula has yet been established to estimate the SROI of a campaign, but judges will award additional marks to entrants who make an honest attempt to evaluate the return. (Note – most studies to date are for the entire programme, not just the marketing elements). Refer the Supplementary Note for SROI which includes articles from Social ventures.

Nielsen are the market leaders in Market Mix Modelling (MMM) and ABI use this model globally over select brands. Marketing Mix Modelling is an advanced econometric model, used to quantify the impact of marketing investment on sales and should be considered as the gold standard in calculating the effect of marketing efforts.

Market Mix Modelling was not used over the total period of this paper. It was introduced in 2017 and used to isolate the true impact of this campaign on Great Northern sales with adjustments made for factors like pricing changes, distribution, trade promotions, weather conditions, holidays and competitor activity. Other marketing activity BTL and sponsorship support was the same as the previous 12-month period.

- While we can't share profit margin due to commercial sensitivity, we can detail how this ROI has been calculated:
1. Marketing Mix Modelling has been applied to calculate the sales volume directly attributable to campaign activity. Please see section 9 for further details.
 2. A profit margin has been applied to the attributable sales to determine gross incremental profit from the campaign.
 3. Campaign costs have been subtracted and ROI calculated.

$$ROI = \frac{\left[\begin{array}{c} \text{Incremental Vol.} \\ \text{Predicted by model,} \\ \text{scaled to shipments (tL)} \end{array} \times \begin{array}{c} \text{MaCo/hL} \\ \text{Marginal contribution per hectolitre} \end{array} \right] - \text{Activity Spend}}{\text{Activity Spend}}$$

- Section Removed for Sensitive Information -

Though we do not have Nielsen Market Mix Modelling for the entire 2015 – 2018 period captured in this paper, we have taken the percentage of profit attributable to marketing from our Nielsen modelling, and applied this as a proxy for all years.

$$ROI = \frac{\left[\begin{array}{c} \% \text{ gross profit attributable} \\ \text{to marketing} \\ \text{Nielsen MMM 2017 proxy} \end{array} \times \begin{array}{c} \text{2015 - 2018} \\ \text{Gross Profit} \\ \text{CUB Confidential Data} \end{array} \right] - \text{Activity Spend}}{\text{Activity Spend}}$$

- Section Removed for Sensitive Information -

Question 9: Consideration of Other Factors (10 Points)

Advertising rarely works alone and the entrant must have assessed the contribution other factors could have made to the results. Judges will also consider the power of a product or service offer. It is the marketing that should be rewarded, not the product.

9. Convince us that the result was not due to other factors.

You must explain in your entry the effect of any other potentially relevant factors such as product changes, pricing, distribution, competitive activity, press coverage, economic conditions, weather etc. You should acknowledge and estimate the role played by other factors and advise if the communications program led to other benefits accruing (such as retailers improving space allocated or even improved support from a sales force that has 'increased belief' in the brand).

Price

We maintained a higher average price per litre than our competitors throughout our campaign time periods.

SOURCE: CUB internal data

Promotion

Promotional activity is key for all alcohol brands to engage consumers and customers on-trade and off-trade. Our price per litre above is an average price per litre, taking into account any promotional activity. Our long-term growth is substantially different from all other CUB brands and our competitive set, who had comparable promotions in market during this time frame. In addition, our ROI considers all ATL and BTL spend.

Distribution

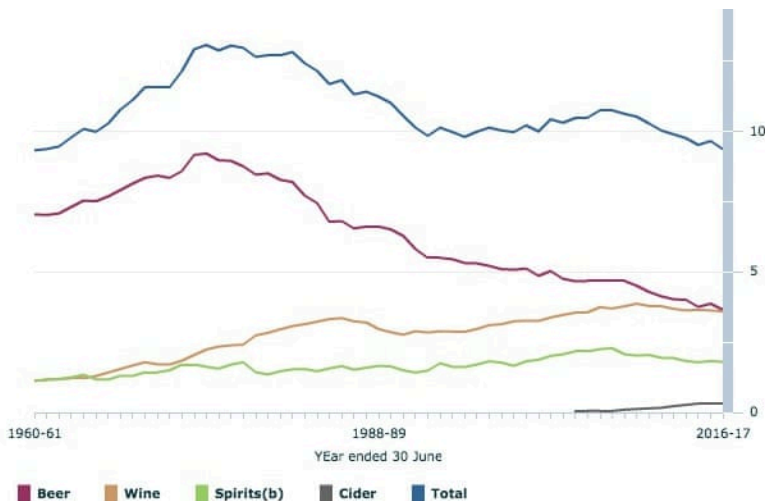
Our case study tracks the period from 2015 – 2018. We achieved continued market share growth despite 85 - 99% distribution in this period. We have had comparable distribution to our nearest and fiercest competitor, XXXX in the time frame of this paper.

- Section Removed for Sensitive Information -

SOURCE: CUB internal data

Category growth

In contrast to the growth of Great Northern, the total beer category continues to decline.



*Source: ABS 2017, consumption of alcohol, per capita (litres per person aged 15 and over); includes ready to drink (pre-mixed) beverages

Packaging changes

There were no packaging changes during this time frame

Question 10: Overall Story (10 Points)

What lessons can be learned from this case about advertising effectiveness or measurement? Judges are asked to reward great ideas, great results, originality, innovative measurement techniques: and to penalise poorly written cases. High scores here will be the cases we want to showcase to the world. will be the cases we want to showcase to the world.

10. Do you think there are any lessons to be learned from this case about advertising effectiveness or measurement?

Judges will give additional marks to exceptional ideas, exceptional results and to cases that teach us something about how advertising works. A big idea is worth more than a lesser idea. A case that adds to our knowledge about advertising effectiveness or measurement deserves additional marks. These marks are open to the discretion of the judges. This is the "I wish I'd been responsible for that" factor. We ask judges to reward great ideas, great results, originality, innovative measurement techniques, and penalise poorly written cases. High scores here will be the cases we want marketing students to be inspired by; the cases we can learn something from; the cases we want to showcase to the world.

Respect the laws of marketing

Byron Sharp’s right - physical and mental availability are the keys to success

Through great product innovation and responding to the needs of customers and consumes, CUB had hit on product and distribution success with Great Northern by the end of 2014. But this case study shows that this wasn’t enough to grow share against Great Northern’s fiercest competitor, XXXX.

Only by developing a true and nuanced understanding our audience, and being able to grow mental availability with them did we drive sustainable growth.

Binet & Field are right too – people are driven by both emotional and rational drivers

Beer is not a functional, refreshing drink. Research showed us that people thought that a choice of beer is a reflection of who someone is. Finding that our audience no longer looked to the protagonists or semiotic cues within our competitive set left us with an opportunity to capture their hearts and minds by reflecting their aspirations and choosing relatable heroes.

Since the conception of this strategy and launch of the execution, Great Northern have dominated the Australian beer market, moving from 2.2% share to being Australia’s most popular beer, whilst returning an overall ROI of 37%.

Media Addendum

The Media Addendum has been designed to provide more context to questions 5 & 6 Implementation

Compared to other competitors in this category, this budget is:		Less
	x	About the same
		More
		Not Applicable (Elaboration required)

Compared to prior year spend on the brand Overall, the brand’s overall budget this year is:		Less
		About the same
	x	More
		Not Applicable (Elaboration required)

Budget Elaboration

Provide judges the context to understand your media budget. What was the balance between paid, owned, earned and shared media? If you paid media expenditure was low but production/activation and other costs were high, or there is a unique situation surrounding your budget, you should elaborate if you feel it would help.

- Screens: 60%
- Press: 3%
- OOH: 13%
- Digital: 4%
- Cinema: 5%
- Social: 6%
- Partnerships: 9%

Owned Media

Elaborate on owned media (digital or physical company owned real estate), that acted as communications channels for case content
Owned media examples may include a corporate website, social media platforms, packaging, a branded store, fleet of buses, etc

Website / Social



Sponsorships

Note whether or not your effort included any sponsorships. If so, provide details regarding your sponsorships.

Partnership with Matt Wright and National Geographic

Communications Touchpoints

Please list all touchpoints included in the campaign

TV. OOH. Content. Digital Display. Radio. Cinema. Social. Partnerships. On-Premise. Off-Premise. Press

AGENCY AND ADVERTISER AUTHORISATION

Signature for entry by Company Officers

We certify on behalf of:

NICK GARRETT (Agency CEO) and ALEX LAMBLETT (Client Company CEO or equivalent)

that the information submitted for the attached campaign is a true and accurate portrayal of the objectives and results of that campaign.

We have read the Rules & Conditions in the How to Enter Guide and acknowledge that the case study of this campaign may be published by The Communications Council or with the authorisation of The Communications Council, but that we will have the opportunity to remove such information from that case study that we regard as market sensitive or confidential. The published entry remains the property of The Communications Council.


Signature of CEO Agency

Title: CAM
Company: CLEMENGER BBDO
Date: 10.05.19


Signature of CEO Client Company

Title: SAM
Company: CUB
Date: 10/5/19