

Gold: Long Term Campaign

# Creating Waves -

## How Deep RiverRock Guaranteed Growth through Market Disruption

**DEEP RIVERROCK BROKE ALL ADVERTISING CONVENTIONS IN ITS CATEGORY MARKET AND ESTABLISHED SOME NEW ONES THAT ARE NOW RECOGNISED GLOBALLY AS TRULY GROUND BREAKING. OGILVY WAS BEHIND THE CAMPAIGN.**

Too often as marketer's we lose sight of the simple techniques available to us. We default far too readily to the conventional approaches of brand planning. The following journey demonstrates that unearthing compelling consumer insights and identifying uncharted territories even in established markets don't necessarily need to come from staged focus groups and econometric models. Because all too often the answers we are looking for are staring us in the face. And when acknowledged it is possible to create a unique, compelling and differentiating positioning for a brand that completely changes the shape of the market it operates in. Deep RiverRock broke all conventions in the category market and established some new ones that are now recognised globally as truly ground breaking.

### BACKGROUND

The bottled water market is worth €129m in the Republic of Ireland and growing at a rate of 11% p.a. But in 1981 it was a very different story. The concept of selling bottled water on an island with recognised quality tap water was surprising to say the least. But an Irish brand 'Ballygowan' took on the challenge and is still the market leader today. Many brands followed - 'Tipperary', 'Kerry Spring' and some international contenders like 'Volvic' and 'Evian' to name a few. Each taking a small share in what was a growing market.

Our TV screens were cleansed by images of crystal clear waters, flowing water falls, tales from the children of Lir, cavemen in mountains - all demonstrating their origin, natural source and/or heritage in one way or another. The market flourished.

Global trends showed that while Ireland was somewhat off the rest of Europe (5-10 years) in terms of consumption - 19ltrs p.c. Vs W European

97ltrs p.c. (source: Canadean 2002), should the market be properly stimulated, the potential for growth was enormous.

### MARKETING OBJECTIVES

#### Phase 1 2000 - 2004

- Build awareness and fame so that Deep RiverRock could be seen as a legitimate market player.
- Increase market share by 25%.

#### Phase 2 - 2005 - present

- Increase market share by 50%.
- Deepen consumer's relationship with the brand by adding new dimensions.

### THE TASK

Prior to Deep RiverRock's (DRR) existence, Coca-Cola Bottlers Ireland (CCBI) was the distribution organisation within the Coca-Cola's system. The company's experience was in sales and distribution for Coca-Cola's range of international brands. DRR is not a global brand. It's a brand created entirely by CCBI for Ireland. Developing a brand with inherent marketing and strategic thinking was chartering new territory.

Originally the brand had a soft launch; focussing on distribution. But after 4 years and little investment, it hadn't developed and looked & behaved like every other water brand.

By 1999 with a static brand share of 5.2%, things needed to change if this brand was going to survive. Ogilvy were appointed and given the challenge of injecting some dynamism into the brand.

The task wasn't simple. There was no functional product advantage. All the conventional core positions within the category were occupied such as Irishness, provenance, heritage. In addition the market was virtually monopolised by the market leader.

By 2000 DRR's brand awareness was a mere 14% and advertising awareness only 8% with the market leader achieving 5 times that.

### THE STRATEGIC SOLUTION

Identifying a unique, compelling and differentiating positioning was far from easy. The market was dimensionalised in terms of intrinsic values. This is the main currency of water markets internationally, but ours was already over-crowded.

The next port of call was to look at how consumers were behaving in the category. Everyone was targeting the 35yr+ market. It made sense when you consider market share is driven by volume, which comes via multiples. However, in demographic terms, 47% of water was consumed by younger consumers (18-35) (**Source TGI 2000**).

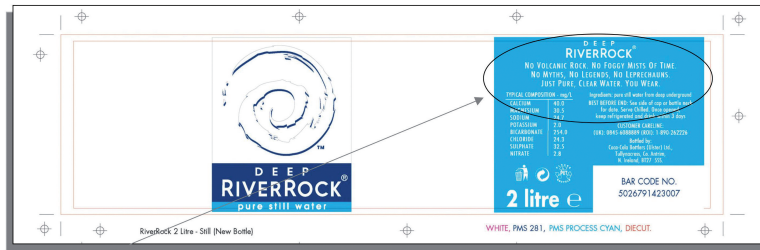
On deeper inspection, these younger consumers drank water in smaller volumes, but more frequently. Given that more 'immediate' outlets (newsagents, convenience stores etc) operate on higher margins, they were potentially a lucrative target group.

Although it represented the minority share of consumption occasions, global insight told us that as water markets mature, consumers become more discerning and eventually the category becomes commoditised, particularly in multiples. And while Ireland was some way off this, it was inevitable. This smaller, untapped but potentially lucrative market became our focus for long-term success.

Instead of staging focus groups among 18-35s we decided to immerse ourselves in "THEIR" world and not ours - everywhere this audience was. Observing, watching, listening and asking.

During these observations we noticed some interesting things. Firstly they weren't a discerning audience when it came to choosing water brands - water was water. They saw no difference between them. Awareness and distribution were the success indicators. Not surprising given the entire market was based on provenance and heritage -

## Campaign Copy on the Product Labelling



**2 litre Bottle:** No Volcanic Rock. No Foggy Mists of time. No myths no legends, no Leprechauns. Just clear, pure water – you wear.

**750ml Sport Bottle:** On the bus, in the park, when you're hot, when your not, All day. All night. Non stop. Wear it out – Water you wear

"Water You Wear"



not exactly a 'youth' concept!

They wanted water, but had no water brand to call their own.

More amazing was their behaviour when consuming water. They carried bottled water around like a wallet or mobile phone. It was as if they needed constant refreshment.

What was interesting was that outside of water, they were very brand focused. Brands were badges, a symbol of their identity.

When re-defining the market in these terms, it became very clear that there was a major positioning opportunity based on extrinsics rather than intrinsic values.

### IDENTIFYING THE DEEP RIVERROCK PROPOSITION

- **Category insight:**  
'Water is consumed on the go as part of their mobile lifestyle'
- **Consumer insight:**  
'Identity & confidence though brand association'

### Which all led to the proposition:

'Your Personal Reservoir'



### THE IDEA – PHASE 1

Our proposition was 'Your personal reservoir' - the expression of this, the now infamous line: 'Water you wear'

A strange set of words and to those outside the target audience it could almost seem bizarre. But was it? Water

you wear and our new positioning not only became a campaign line; it became the brand, living well beyond advertising. New packaging and identity were developed mirroring the new personality - it was even embossed on the bottle and throughout the label copy:

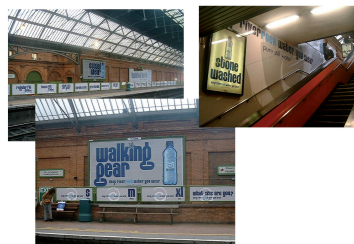
The brand personality was integral in every channel, from Above-the-line advertising, Web, ambient, promotions, delivery vans, promotions, in-store POS and coolers.

### COMMUNICATION ACTIVITY

Initially and with limited budgets, the lead medium was TV (8.1% SOV) & radio. The first manifestation of 'Water You Wear' was in 2000 comprising: 3 x 20" TV commercials titled 'jogger', 'washing machine' & 'powder room'. 2 x radio ads titled 'Chap 1' & 'Chap 2'.

These ran for nearly three years and because of limited budget appeared during the most opportune times of year.

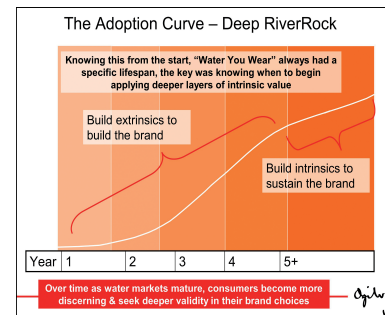
By 2003 and a new budget injection 'Water you Wear' was able move on to the next stage, which was designed to deepen the consumers relationship with the brand and bring new depth to 'Water you Wear'. Two new TV executions were developed 'Changing room' and 'Convenience Store', along with 4 very targeted 10" stings, which



were top & tailed on targeted media. Simultaneously we began a strategy to own outdoor for the category. With multiple executions on multiple outdoor formats including the largest ever station blitz in the busiest train station in Dublin, with over 50 different pieces of copy tailored to the audience and the medium.

The media strategy reflected real people with busy active lifestyles by using the media in their world such as TV, cinema, transport, on street, 48 sheets, 6 sheets, postcards, bars and cafes.

### IDEA PHASE 2 - 2005 TO THE PRESENT



### – BRAND EVOLUTION

While DRR carved the market open by re-defining on extrinsic value, from the outset, we saw this as a 2 staged process:

The precise timing of phase 2 was determined by research. In 2005 there was evidence that discernment was growing. Added to the fact that some competitors were beginning to encroach on our extrinsic position - all indicating it was time for change.

By taking the intrinsic benefits of water in itself and matching them with DRR's attitude, we found we had something very powerful. It was from this insight that the new campaign for DRR was developed. Our core target, were still active 18-34 year-olds leading fast, busy active lifestyles. For them, life was full of paradoxes. Burning the candle at both ends. Yet image, appearance and style were very important to them. Therein lay the foundation for our new idea. For them DRR was that little bit of purity that helped them get away with that little bit more. 'Purity for impure people'.

From this insight came the proposition 'Pure not Pious' which is expressed creatively as 'Purer than you'.

Once again this resulted in re-packaging and hitting every touch-point of the brand.

## Deep RiverRock

### THE COMMUNICATIONS ACTIVITY – PHASE 2

'Purer than you' launched in March 2005. Three new TV executions were developed - 'lift', 'daily work-out' and 'long walk home' and were again supported by a host of outdoor media, ambient, web, etc (see appendices).

### THE RESULTS

Today DRR is the number 1 bottled water in Northern Ireland and the number 3 and fastest growing bottled water in the Republic, growing +3 times the market rate and accounting for over 50% of the market growth in 2005. DRR is also, in the island of Ireland as a whole, the fastest growing bottled water.

Note: In the 5 years prior to the new strategy, DRR grew at a lower rate than the market (72.44%).

In the 5 years post launch, DRR has grown by 355% or 1.8 times the market rate.

Over the duration of the campaign DRR market share has grown by 113% and is the best performing branded water in the market.

In advertising terms amongst the target audience DRR has consistently achieved higher scores than the market leader.

### STRAP LINE

On all the main advertising indicators DRR now dominates the market.

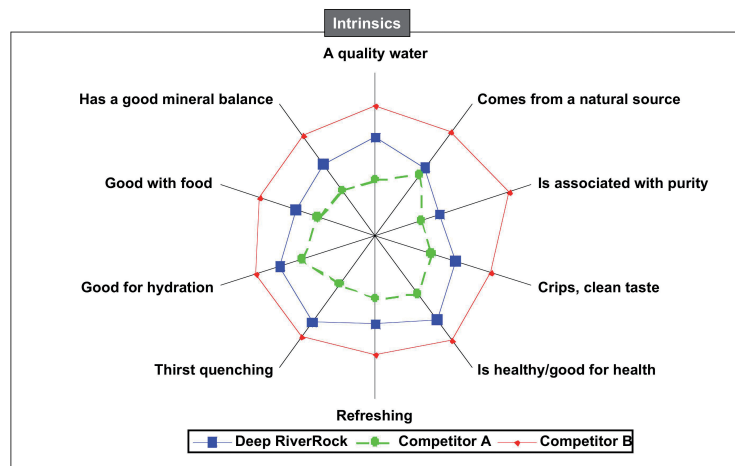
Deep RiverRock advertising cut through is 7 times more effective the market leader.

In the very latest tracker DRR has become the number one brand for likelihood to purchase in NI - the key driver behind becoming the number 1 market share brand. Given all trending data evidenced this performance will soon be replicated on an all Ireland basis.

'Purer than You' has delivered dramatically on the strategic decision to build intrinsic value into the brand whilst retaining leadership on extrinsics.

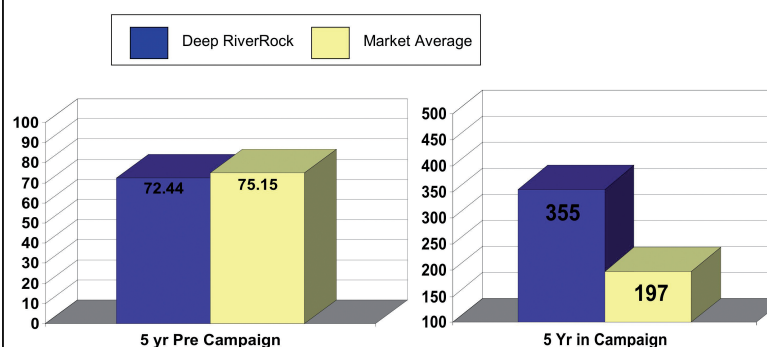
Not only did the campaign build intrinsic elements it has pushed out its score on every dimension. Leading the market in some cases, within a 12 month period.

### Brand Image of Bottled Water Brands – Qtr 1 2004



ROI Research Seminar May 2006

### % Growth Rate Deep RiverRock Vs Market (Volume) pre- Vs Post Campaign



**In the 5 Years before the strategy was developed, DRR grew at a lower rate than the market (72.44%). In the 5 Years since launch, it grew by 355% or 1.8 times the market rate**

ACNielsen 1995-2006

*Agilvy*

Health-checking against image dimensions, DRR has continued to show improvement despite this increased intrinsic focus.

"The Deep RiverRock series of 'Purer than You' TV executions has been extremely successful. The absence of wear-out coupled with buoyant positive evaluation scores would strongly indicate significant residual airing potential" **Bernie Coyne, MD, Research Solutions 2006.**

### PAYBACK OR RETURN ON INVESTMENT

To evaluate the contribution advertising made we should factor out the other elements that contributed to the brands success:

In pricing terms, over the period there was no price advantage, often pricing was higher. Therefore price was not a factor.

DRR has never been the most widely distributed brand, so this again had no significant effect.

As stated there was no product distinction or advantage. And in promotion terms each brand in the market is on and off promotion at very similar levels throughout the year.

Over the period of the campaign the Return on Investment was 1028:1, or €1,028 of turnover for every advertising Euro.