

How advertising and brand building kept Deep RiverRock hydrated over 10 years



ADFX
AWARDS
2016

McCannBlue & Mindshare

AGENCIES

McCANNBLUE
DUBLIN

MINDSHARE



CLIENT

DEEP RIVER
ROCK

AWARD

LONG TERM EFFECTIVENESS
Sponsored by

BRONZE



COMPANY PROFILE

We are McCannBlue.

We are a creative agency who solve problems. We question, trial and push to make things better and to create change. McCannBlue is all of the experts you'd expect to find in a full service agency. And more. We're a group of individuals focused on rising to the challenges you face, delivering big ideas in the most powerful way, whether that turns out to be an app, a TV commercial, or a fireworks display in the North Pole. When it comes to traditional versus digital, we don't see the difference. Just the ideas. We are part of the AV Browne Group and our affiliate relationship with McCann Worldgroup means that we can draw on the vast knowledge base, research and insights of the global network.

Mindshare

At Mindshare, we believe everything begins and ends in media. We believe fully in an integrated media world, where technology brings new life and opportunity to every medium. Throughout the various phases of Deep RiverRock campaigns, we evolved the communication channels to constantly keep up with our fast-paced target audience, incorporating more and more digital channels and using insight intelligence to constantly hone our targeting and tone.

Ogilvy

At Ogilvy & Mather Advertising, we are immersed in creativity all day, every day. We work relentlessly in the pursuit of our clients' goals. Our creative approach helps clients solve their business problems and achieve their potential.

Effectiveness is at the heart of everything we do. We deliver on David Ogilvy's famous promise, "We sell, or else" by helping our clients attract new customers and build more rewarding relationships.

INTRODUCTION & BACKGROUND

“Emotional brand-building business effects should not be evaluated over a period of less than 6 months and ideally over at least 1 year”.

The Long and the Short of it, Binet & Field, 2013

We’ve taken the authors of this seminal study at their word. Our case study presents the evidence for advertising’s crucial role in the delivery of an emotional brand-building business effect – one that we’ve evaluated over not just one year, but ten.

In keeping with Binet and Field’s findings regarding the much greater value that long-term campaigns generate vis-a-vis short-term ones, we will show that it was by continual investment in (i) share-of-voice and in (ii) the ‘emotional priming’ of our target market that Deep RiverRock reached its goal of being No.1 for value and volume.

In doing so, we grew a fan base of 18-35-year-olds who...

- ▶ Ranked Deep RiverRock more highly on statements such as ‘the choice of young people’, ‘suits modern lifestyles’ and ‘is a cool, hip, trendy water’ for the six years that the brand did competitive tracking.
- ▶ Ranked Deep RiverRock advertising more highly on descriptors such as ‘amusing’, ‘imaginative’ and ‘most appealing advertising’ during this time.

Indeed, Deep RiverRock’s advertising trumped that of its largest competitor, Ballygowan, in effective cut-through for 10 years straight.

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



INTRODUCTION & BACKGROUND

We will show that we were able to make precise calculations as to the level of investment required to reach our No.1 goal. Alas, we will also show that failure to invest in share-of-voice reversed our brand-building efforts.

This is a story about building an emotive brand for the long-term. It proves that a brand that's focused on being different to the competition and relevant to the audience over the years will continue to grow in value, given the appropriate investment.

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



MARKETING OBJECTIVES

The focus areas: CCH have a framework for business success. Advertising is responsible for driving “equity”, which is the focus of our paper.

Brand Building - the core objective

As an affiliate to Coca-Cola, we use a model for brand building that is tried and tested globally with every brand. Our goal is always to get to number 2 or number 1 in the market category we operate in. Deep RiverRock achieved this over the past 10 years. The goal of our marketing is to build our brand equity through our marketing communications.

Commercial objective

In 2005, Deep RiverRock was the number 3 brand in terms of volume and value in the branded bottled water category. We set a medium-term target of achieving the number 2 position (by 2010) but ultimately our goal was to reach number 1 (by 2015).

Marketing objective:

To make Deep RiverRock the bottled water of choice for 18-35s by being the brand they believe is most relevant to their lifestyle.

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



MARKETING OBJECTIVES

The role for communications

This study deals with three different phases of activity over a ten-year period. Whilst it was crucial for Deep RiverRock's success that a consistent personality and tone of voice was developed for the brand during this period, the role for communications was different in each phase.

Phase 1 2005-08 ('Purer than you')

Position Deep RiverRock as the brand that's most understanding of the hedonistic fun-filled life you lead (or would like to); Deep RiverRock is your partner in crime; the one that helps you balance out the unhealthy (partying, etc.) with the healthy (pure water).

Phase 2 2009/10-12 ('Town of Deep RiverRock')

Position Deep RiverRock as the pure, local brand that's totally in tune with your love of dilvilment.

Phase 3 2013-15 ('When You Can't Think Straight, Hydrate')

Position Deep RiverRock as the brand that understands that a drop in your hydration levels can put you off your game.

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare

THE TASK

Deep RiverRock had to overcome a decade of challenges to reach its number one vision. Here, we break them down phase by phase. (Figure 1)

Phase 1 2005 – 2008:

A challenge facing Deep RiverRock during this period was a growing cynicism on the part of our target market regarding bottled water per se. This was occasioned in the main by scandals such as Coca-Cola's own Dasani debacle in the UK, protests in Ireland about accusations of Coca-Cola's infringement of human rights in Colombia, and an increasing lack of trust on the part of our target market in international brand messaging in general. (Figures 2-3)



How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



ADFX
AWARDS
2016



THE TASK

In this period and in the two subsequent ones that this case study deals with, Deep RiverRock faced issues that would typically have been addressed by leveraging the heritage/provenance stories that brands in this category have traditionally been built upon. Our major competitor Ballygowan, for example, had built up double Deep RiverRock's market share and a successful thirteen-year head start with its natural Irish heritage story, which gave it a quality perception. However, no such stories were available to the Deep RiverRock brand.

2009:

A very serious challenge faced Deep RiverRock during this recession-hounded year: the absence of any investment in brand communications. As mentioned above, however, one of the aims of this study is to record the unfortunate result of such absences. Other challenges which served to steepen the climb to subsequent success for the brand included the rise of private label and – as the recession kicked in - the return to tap water as an alternative to bottled. Water, colourless and tasteless as it is, is in many senses the ultimate commodity. There's nothing like a recession to make people question why they should be paying a premium for a branded version of it. (Figures 4-5)

2010 – Phase 2:

Following the first vicious effects of the recession (a substantial amount of our target market simply left the country) we saw an increased interest – perhaps it was just a retrenchment – in all things local, Irish and 'ours'. Again, Deep RiverRock's inability to claim an intrinsic Irishness was a major challenge which the brand had to face. (Figures 3c & 7)

How advertising and brand building kept Deep RiverRock hydrated over 10 years

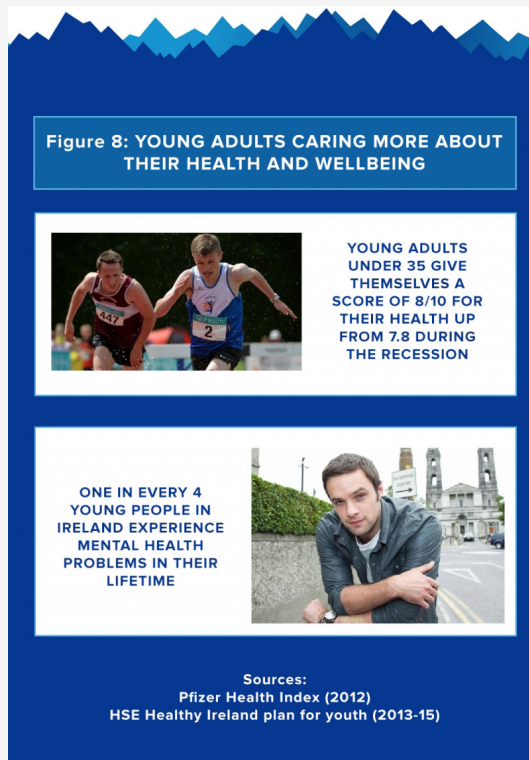
McCannBlue & Mindshare



THE TASK

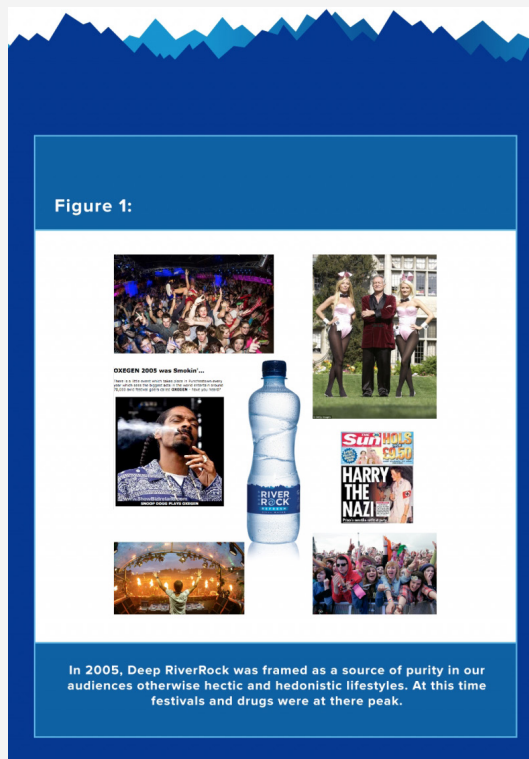
2012 - Phase 3:

'Irish-smIrish'. As a new future beckoned, our target market began to recalibrate their prospects, taking as a starting point not their nationality, but their own physicality. Ground zero for 18-35s this year: their own body – and mind. Would the Deep RiverRock brand really prove itself strong and flexible enough to capture the 'wellness' territory that every other water was after? (Figure 8)



How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



THE STRATEGY

Traditionally, the bottling of water has served one purpose: on-the-go convenient hydration. The bottle brings the purity of the spring, the precious minerals of the volcano, the alpine-filtered glacial melt waters etc. to the busy consumer.

What if a brand of water had to be marketed without reference to its source or its provenance (consumers' sensitivities regarding the Antrim address of the water's birthplace prohibited its use in advertising)?

And what if this brand were nonetheless determined to be No.1?

Witness, then, the ascendance of Ireland's first lifestyle water brand - built on attitude, not provenance and relevance, not ingredients. Because we couldn't build it on heritage, we built it on personality.

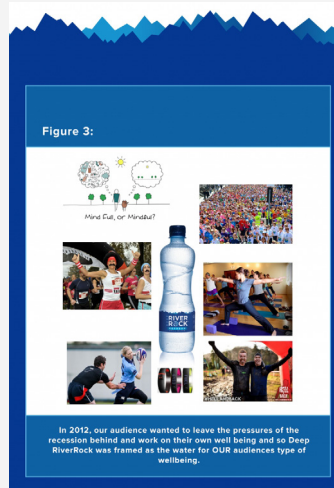
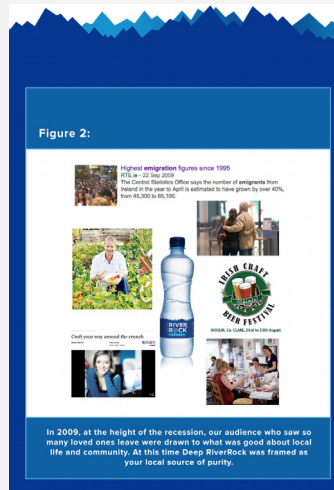
The strategy which we've stuck with over the years and which has sustained the brand's growth since 2004 is simple but perhaps unexpected - because the water that can't talk about exactly where it comes from has built for itself the most local of personas: mischievous, knowing, smart, witty. Deep RiverRock is 'the water with an attitude' - a contemporary local one that our target market naturally relates to, and which we've tailored to their mindset as it has evolved over the past decade.

Purity with attitude

During Phase One, when water contamination was an issue, we identified a way to talk about purity which spoke directly to our target. The 'Purer than you' campaign was designed to give a nod and a wink to the girl or boy who welcomed the opportunity to make up for a weekend's hedonism with 750ml of the pure stuff. (Strategy figure 1)

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



THE STRATEGY

Local with attitude

During Phase Two, when being Irish and 'from round here' was important, the water with no home town, no mountain and no volcano to call its own nevertheless made a convincing case for itself as the most local of waters - so far as its target market was concerned. (Strategy figure 2)

Wellness with attitude

During Phase Three, when fit and smart was the new cool, we went after the high ground with our hydration campaign. But it wasn't the generic idea of hydration that that finally gave the brand a leg-up to its number one position - it was a unique and unprecedented attitudinal spin that we put on this idea: behold the first water in the world that has designs on your brain as well as your body. (Strategy figure 3)

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare

THE IDEA AND COMMUNICATIONS ACTIVITY

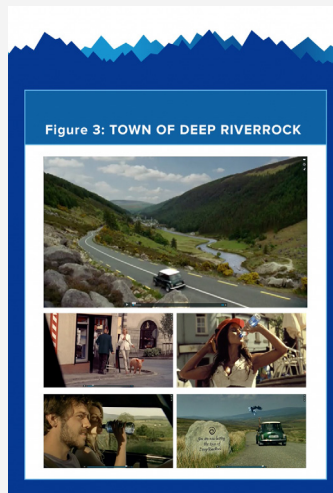
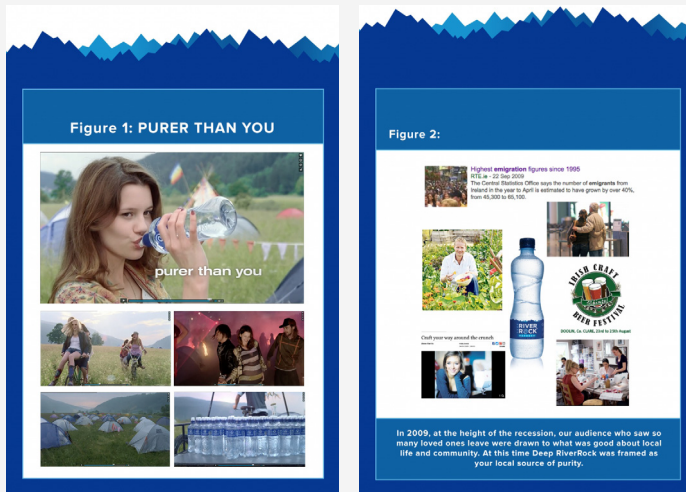
Creative strategy

Phase One: 2005-2009

- ▶ The communications idea was 'Purer than you', a creative platform we developed to enable us to look at the concept of purity in a pop-cultural way (rather than a medicinal one, for instance). We gave the concept of purity some Deep RiverRock attitude; the contrast of the absolute purity of Deep RiverRock with the hopelessly impure behavior of its drinkers proved to be a unique territory – and a very valuable one too.
- ▶ Oxegen and Electric Picnic were growing in popularity and were the biggest calendar events of the year. Deep RiverRock was the water that championed the drinker's bold self but also provided a reservoir of purity to cleanse his or her body (after a long night at a festival). (IDEA figure 1-2)

Phase Two: 2010-2012

- ▶ Our competitors were using provenance to demonstrate that theirs was the best quality bottled water in Ireland.
- ▶ While we couldn't compete on provenance in a literal sense, we knew that our brand personality would allow us to build our own metaphorical provenance. Welcome to the town of Deep RiverRock: a place that celebrates diversity, mischief and the joy of being non-judgmental.
- ▶ The communications idea was "my local well of pure divilment", and was expressed in a TV commercial and a series of OOH executions which celebrated local Irish humour in a way that was as un-Ballygowan as possible. (IDEA figure 3)



How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare

THE IDEA AND COMMUNICATIONS ACTIVITY

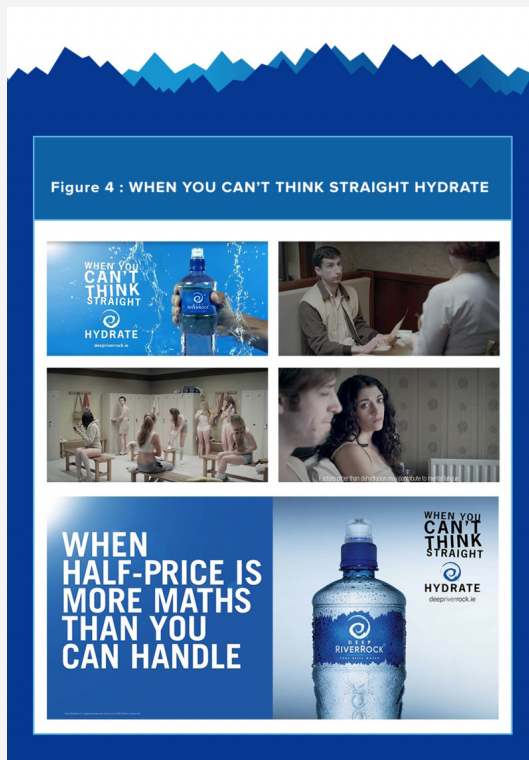
Phase Three: 2013

- ▶ The communications idea was 'When you can't think straight, hydrate'.
- ▶ The most basic benefit of the water category is, of course, hydration, which was a perfect fit with the 18-35s' increasing interest in wellness. A back-to-basics, functional approach was also in tune with our still recession-hit consumers.
- ▶ We identified a space to communicate where no other competitor was venturing: mental sharpness - this was a space that no other water had claimed, an ideal place for Deep RiverRock's mischievous personality to come out and play.

By creating this contrast in the first place, building a knowing and mischievous personality upon it, sticking with it for a decade, refreshing it with contemporary attitude as necessary – and giving it the share of voice it needed - we finally attained the No.1 spot in the branded water category for our brand. (IDEA figure 4)

Deep RiverRock needed to connect with its target in a way that would allow it to (i) differentiate itself, to (ii) deliver high cut-through and recall and, most importantly for the purposes of this long-term study, to (iii) develop and maintain a fun personality for a colourless, flavourless liquid forever teetering on the brink of commodification.

As the creative executions and brand tone were humour-led, we knew we would need to showcase our message in fun-friendly media environments.



How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare

THE IDEA AND COMMUNICATIONS ACTIVITY

Phases 1 & 2: 'Purer than you' & 'Town of Deep RiverRock' - 2005-2012

TV! It works!! Research told us that TV that was the medium that was driving the highest cut-through and recall versus other media. Naturally we continued to use it into Phase 3. (UC figure 5)

Outdoor was used alongside our TV campaigns to really bring out the humour of the brand across all three phases and to showcase true Irish humour at play.

We had to ensure that our campaigns worked in both ROI and NI. Using outdoor to localise the creative executions saved us from the expense of making two TV ads. It also enabled us to deliver topical executions - about the weather, for instance - or very tactical ones around Arthur's Day and St James's Gate. "A world class Irish drink doesn't have to be black", we noted. (UC figure 6)

Phase 3: 'Think Straight Hydrate' - 2013-2015

As investment was increasingly under pressure, some of channels we had used previously had to be discarded during this phase – and digital came to the fore. TGI analysis showed their use of digital media had increased greatly from 2011-2013; taking another leaf from Binet and Fields, we used digital to amplify the effectiveness of our TV campaign.

In 2013, we carried out detailed analysis into our audiences' TV viewing habits using TGI and Nielsen TV data to determine any insights that could guide our strategy.

This showed that the brand enjoyed an especially strong affinity to comedy programming. As a result, we refined our strategy in this direction, handpicking spots in comedy shows to complement our wider schedule and cement the link between Deep RiverRock and fun/humour. We focused on Monday night comedy shows on RTÉ 2 between 9-11pm as these had the most dedicated audience. This strategy ensured no wastage on TV to get the most out of our budget. (UC figures 8-9)



How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare

THE IDEA AND COMMUNICATIONS ACTIVITY

Digital really came to the fore in this phase of our campaign, as our 18-35-year-olds' digital consumption habits evolved - TGI analysis showed their use of digital media had increased greatly from 2011-2013:

- ▶ A 28% increase in those going online more than once a day (TGI 2013) and 78% of 18-34s using social media daily (Mindshare day in the life research 2013)
- ▶ Average hours spent per week saw an increase of 11%

As our audience moved more towards digital and brands were increasingly active here, we needed to talk to them in this space.

The role of digital

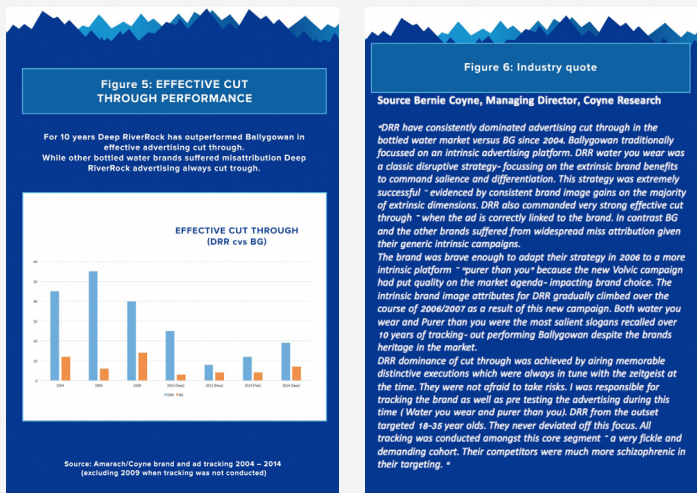
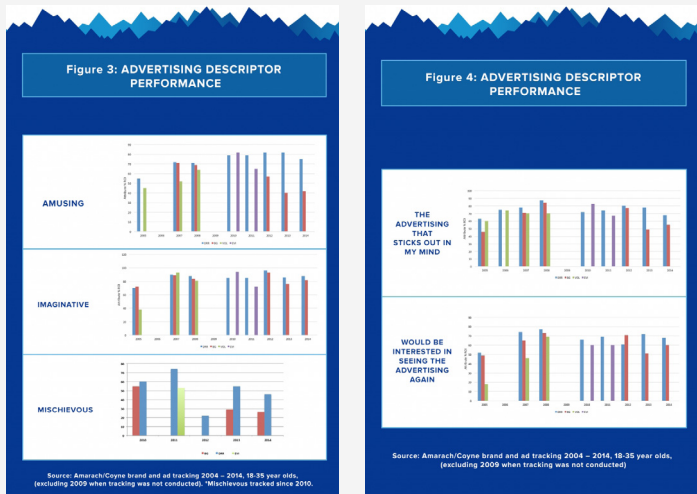
- ▶ We focused on driving users to our social channels to get our consumers to interact with the brand using the vehicle of the Hydration Game.
- ▶ Ultimately, our aim was to create an engaging platform for our users to share content and for us to showcase our fun personality. (UC figure 11)

Figure 11: Multiple digital formats



How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



RESULTS

Marketing objectives

Deep RiverRock set out to be the branded bottled water of choice for 18-35s. To measure this, we tracked brand equity statements for ten years, six of which were benchmarked against competitors. In each of these years, we out-performed all competitors amongst our 18-35 cohort.

Communication objectives

Deep RiverRock has had three campaigns over the past 10 years, each one designed to connect in an emotional and culturally relevant way that was (i) in keeping with the zeitgeist and (ii) expressed the brand's distinctive personality and tone of voice.

To measure Deep RiverRock's communications objectives, we tracked a number of advertising descriptors; over 10 years we have consistently outperformed our competitors. (RPB figures 3-4)

Most effective cut-through

- ▶ For 10 years, our advertising has trumped the category leader, Ballygowan, in effective cut-through with 18-35s. This proves that our long-term strategy of building a brand has worked consistently. (RPB figures 5)

This effective cut-through has been recognised by independent research. (RPB figures 6)

But did this strategy work commercially?

How advertising and brand building kept Deep RiverRock hydrated over 10 years

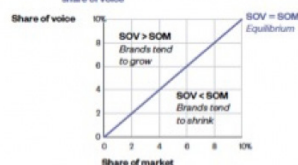


ADF
AWARDS
2016

McCannBlue & Mindshare

Share of voice drives share of market

Figure 29 The relationship between market share and share of voice



Nielsen findings	% growth in share of market (SOM) per 10% points of excess share of voice (ESOV)
FMCG brand leaders	+1.4%
Challenger FMCG brands	+0.4%
An 'average' campaign for an 'average' FMCG brand	+0.5%

RESULTS

Commercial Objective

Deep RiverRock's long-term vision has always been to get to number 1 in value and volume share. Finally, in 2015 the brand achieved this, despite the effects of recession and an influx of private label brands – factors which made it a far from ideal time to be selling branded water.

Emotional priming has been our key to connecting with the target market and achieving our No.1 goal. The other important factor to success has been investment in SOV. Over a decade, we have seen the advantage of investing in SOV and the detrimental effects of not doing so. Thus confirming the findings from Binet & Field that showed that investing in SOV drove SOM over the long-term. (Binet and Field 2012)

From an FMCG brand point of view, for every X% points increase in SOV level, it would be expected to get X% point of share.

Due to this high-pressure investment, we decided to employ the Binet and Field model for years 2013-2016 to project investment scenarios, competitive investment and value share. We monitored our position with the release of each bi-monthly Nielsen share and adspend data.

The share points were so close that each 8-week period made a difference to share position. For example, at the end of 2014, we were tracking slightly behind Ballygowan in terms of volume share. By April 2015, the brands had swapped positions and we had got to No.1.

Investment and market share summary

To illustrate this, for budget setting in 2015 – when we achieved #1 volume and value share simultaneously – we analysed full year 2014 spends and shares (figure 7.1, Nielsen AdDynamix; Nielsen market share water report). We were far ahead of competitors in share of voice, but market share was equal to Volvic. We agreed that we needed to be ahead of our next competitor by X% market share in order to put us in a #1 position.

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



RESULTS

We extrapolated out the year ahead, 2015, incorporating projections of competitor activity. We needed to get to – X% ahead of the next competitor. We calculated needing to be at X% value share, a gain of X% on the final 2014 position. So, we ascertained that our SOV needed to be X% (+X% on 2014) in order to deliver a share of market of X% (+X% on 2014).

Whilst this was the ideal plan, due to business pressures halfway through the year, budgets were cut completely. The first half of 2015 went according to plan, with X% SOV, and we achieved the #1 value position by April, retaining this until June, after which the budget cut took effect. Once again we saw the effects of decreased investment impacting negatively on SOV and ultimately SOM, proving that even the most emotionally primed brand needs to be balanced with the right level of investment.

Discounting factor

One major consideration that did not contribute to our success was price promotions – we had fewer than other brands in the category.

Return on Investment

We set out to get to No.1 and in achieving that, we also drove strong ROI.

We achieved Xmillion additional litres across the 3 phases. Working with an average Deep RiverRock cost per litre of €X, we can demonstrate that this growth delivered €Xm in incremental revenue for Deep RiverRock from 2005-2015.

At the end of Phase Two, volume had started to decline. As we moved into Phase Three, we grew our volume by Xmillion litres.

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



RESULTS

This growth delivered €Xm in incremental revenue for us from Phases 2 to 3, the highest revenue of the top three players.

Had we not achieved our No.1 position and stayed at No.2 as of end of 2014, we would have seen a decrease of €X in revenue.

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



IMPACT ON BEHAVIOURAL ACTIVITY AND PAYBACK

As befits a ten-year story which has concentrated on the value of long-term brand building, the impact of our campaigns on behavioural attitude is very much at the heart of our case.

By the end of the decade, our target audience had decided repeatedly, and on an ongoing basis, that we were their brand.

Our independent tracking (as referred to above) tells us that the key metrics we were chasing (from 'the one to be seen drinking' to 'the choice for young people') were stronger for our brand than for our competitors' ones.

Our campaigns had the effect of convincing the target that the brand with no provenance to speak of and no source story was nevertheless 'pure', 'local' – and furthermore that it was fun and 'for me'.

That's why our 18-35s selected Deep RiverRock and not Ballygowan or Volvic; for the last phase of activity referred to in our case – during which Deep RiverRock achieved the No.1 position - the number of people who preferred to drink Deep RiverRock is up X% from 2010 to 2015. (source: TGI)

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



NEW LEARNINGS

1. Using the Binet & Field model enables a brand to make very robust predictions regarding the investment required to meet a particular value goal.
2. Paying attention to the interests/mindset of your target - and doing so consistently over the years in order to inform your brand's personality - pays huge dividends.
3. The emotional priming of your audience is at its most beneficial when you can keep them primed. Ideally for ten years or more.
4. Failure to invest on SOV at any point will lose you the advantage that all that emotional priming just won for you.

How advertising and brand building kept Deep RiverRock hydrated over 10 years

McCannBlue & Mindshare



SUMMARY

How does a brand succeed in a category – bottled water - which had for many years been defined by provenance and source, when that brand can't talk about provenance? How does a brand beat a competitor which does have provenance - plus a 13-year lead on us? How did Deep RiverRock get to be number 1?

The answer: by focusing from the outset on the long-term business effect of brand building. By being the most relevant bottled water brand to our audience.

For a whole decade.