

Green Works From Clorox: A Marketing 50 Case Study

By [Jack Neff](#)

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Jessica Buttimer was mom to a newborn in ultragreen Marin County, Calif., four years ago when she heard from fellow mothers wishing Clorox Co. would make greener cleaners.

Three years later, as she was about to have her second daughter, Ms. Buttimer also welcomed into the world a brand aimed at accomplishing that, as marketing director for Clorox Green Works.

Plant-based ingredients and a restrained premium of 15% to 25% above conventional cleaners helped seal the deal for consumers, says Ms. Buttimer, 39, adding, "Without that Clorox endorsement, which really stands for trust and efficacy in consumers' minds, we would not have broken through the clutter."

Within six months, Green Works had sales of \$13.6 million, according to Information Resources Inc., not counting Wal-Mart or Costco, where it got big support. The line has helped Clorox pick up a point or more of share in cleaners.

Green Works is also taking Clorox into new categories such as dish detergent and, possibly, laundry detergent (Ms. Buttimer isn't commenting on that one yet).

Backing a launch she describes as unremittingly optimistic has been an unconventional effort by DDB Worldwide, San Francisco. TV and print have been supplemented by cause marketing through the Sierra Club, whose seal adorns the packages, and a "reverse graffiti" public-art project in San Francisco, [recounted on YouTube](#).

Honest Tea: A Marketing 50 Case Study

By [Natalie Zmuda](#)

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A loyal fan base has supported Honest Tea since the bottled beverages were launched in 1998, but it wasn't until this year that the brand emerged as a major player in the category.

In February, Honest Tea celebrated its 10th anniversary as Coca-Cola Co. took a 40% stake in the brand. That investment has enabled Honest Tea to add personnel and ramp up its grass-roots-marketing efforts, which primarily consist of sponsorships, street teams and sampling.

But 32-year-old Jesse Merrill, the brand's director of marketing, says despite the new investment, the company's core philosophies are intact.

"Where we've been most successful is creating that memorable connection with our consumers through those guerrilla, grass-roots efforts," he says. "I don't think we'll ever be that company that runs a few TV or radio ads. We'll always have feet on the street."

Even though Honest Tea's marketing is far from mainstream, its consumer base is moving in that direction. The brand is now distributed through Coca-Cola's system, meaning it can be found at retail outlets as varied as Kmart and Whole Foods. Though Honest Tea sales totaled only \$6.6 million this year as of Oct. 5, according to Information Resources Inc., that represents a 34.6% increase from a year ago.

Honest Tea is also resonating with a broad demographic, including 18- to 24-year-olds, Mr. Merrill says, thanks to partnerships with the Washington Nationals baseball team and musician John Mayer, among others. Honest Tea expects sales to nearly double this year.

Taco Bell Late-Night: A Marketing 50 Case Study

By [Emily Bryson York](#)

Published: [November 17, 2008](#)

Taco Bell has come roaring back to a leader spot in the Yum Brands family.

The chain introduced a low-calorie, low-fat Fresco menu; a fruity iced beverage called Fruitista Freeze; and a value initiative called "Why Pay More?" Along the way, Taco Bell cemented its position as the late-night star.

The Mexican fast feeder has benefited from a new chief marketing officer, David Ovens, 50, who oversees ad support from DraftFCB, Irvine, Calif.

Taco Bell now accounts for half of Yum Brands' profits. The chain delivered a blistering 8% increase in third-quarter same-store sales, with a share of the credit going to the value menu, which launched during the summer. Items such as the cheese roll-up or bean burrito are priced from 79 cents to 99 cents.

Another bonus: Value menu purchases are incremental. Consumers are using the Taco Bell menu for add-ons, so their average check ends up higher. The rest of the quick-service industry has generally found the opposite to be true.

Bakugan Battle Brawlers From Spin Master: A Marketing 50 Case Study

By Kate Fitzgerald

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Ronnen Harary gets as excited as a 6-year-old when describing his company's latest hit, Bakugan Battle Brawlers. And he's gone out of his way to get real kids excited too.

The toy from Spin Master rolls across a playing board, where it pops open to reveal one of 106 characters that battle with one another in tournaments. "It's like marbles, but it also transforms, and kids collect them and they create really cool stories around the characters," says Mr. Harary, 37, co-CEO.

When Spin Master introduced the toy in Canada last year, it dispatched mobile-marketing teams in vans to summer festivals, day camps and retail locations around Toronto and Montreal to demonstrate the product.

Then there's the TV show. Spin Master, in partnership with Sega Corp., commissioned 52 half-hour "Bakugan Battle Brawlers" episodes, which began on Cartoon Network in February. For the holidays, Bakugan tournaments are being staged at Toys "R" Us stores.

Campbell's Reduced-Sodium Soups: A Marketing 50 Case Study

By [Emily Bryson York](#)

Published: [November 17, 2008](#)

Healthy options aren't just about fat and calories. Aging boomers are looking for lower-sodium alternatives. So is Campbell Soup Co.

Campbell has been pursuing ways to lower sodium content for decades. Last year, it made a breakthrough with sea salt and has been gradually overhauling its portfolio. Campbell's reduced-sodium soups were Information Resources Inc.'s top new-product introduction of 2007, with more than \$100 million in sales.

Ads from Y&R, New York, focus on the product's taste. Cause-marketing partnerships also support the reduced-sodium soups.

"Our commitment to sodium reduction and our increasing number of lower-sodium products are resonating with consumers," says Lisa Walker, VP-soup innovation at Campbell. "We have found that our lower-sodium soups are making a big impact, bringing people back to enjoying Campbell's soups."

The company is still working to overhaul its red-and-white label soups. The higher-price Healthy Request line has posted impressive gains, with sales up 7% in the last year, according to IRI. Campbell has 85 lower-sodium products, and more are on the way.

"Our sodium journey is far from over as we continue to explore ways to not only lower the sodium in our products, but to help raise awareness of how our products fit into a heart-healthy lifestyle through partnerships with the American Heart Association's Go Red for Women movement and The Heart Truth," Ms. Walker says.

Uniqlo: A Marketing 50 Case Study

By Claire Atkinson

Published: [November 17, 2008](#)

Establishing a logo-averse Japanese clothing brand takes some ingenuity. Doing it on a shoestring budget in the world's most label-conscious country also takes guts.

That's the mission of soft-spoken Jean-Emmanuel Shein, marketing manager of Uniqlo USA. Japan-based Uniqlo has more than 700 stores but only one in the U.S. - its global flagship store in New York's SoHo. The retailer had a hit this year with "[Uniqlock](#)," a digital-clock widget featuring a series of Uniqlo-clad dancers; it won the cyber and titanium Grand Prix at Cannes.

"We don't do it to win awards," says Mr. Shein, a 12-year veteran of Uniqlo. He says such wins are simply nice validation. "The goal is to energize customers and generate sales."

Such innovations are key to advancing the Uniqlo brand, since the marketer doesn't plaster its apparel with the huge logos so common among other retailers in the U.S.

Mr. Shein, 43, also has helped drive word-of-mouth with a futuristic robot in the New York store. The idea is to encourage visitors to stay longer and buy something. "Our last research showed 95% of customers said they'd come back again," he says.

NBC Universal and News Corp.'s Hulu: A Marketing 50 Case Study

By [Michael Learmonth](#)

Published: [November 17, 2008](#)

In our digitally driven world, the product itself can become its own best marketing tool. NBC Universal and News Corp. found that out with [Hulu](#).

Before NBCU and News Corp. announced their joint venture in 2007, ad-supported TV on the web often required clunky downloads or wading through cluttered websites. Hulu CEO Jason Kilar, a former Amazon exec, was given free rein by NBCU CEO Jeff Zucker and News Corp. President Peter Chernin to offer NBC and Fox content in just about any way he saw fit. Mr. Kilar decided to use the website and the TV networks' video to feed consumers' desire to create their own material.

Mr. Kilar, 37, let consumers embed and share video, just like YouTube. But he took it a step further, allowing users to clip their favorite scenes, giving users added control of their favorite shows.

"Our mission was to help people find and enjoy the world's premium content when, where and how they want it," he says. "Also, my mother had to be proficient in it in 15 seconds or less with no help from me."

Within six months, Hulu was serving 142 million videos a month, making it the sixth-largest video site in the U.S., according to Nielsen's Video Census.

Sweet Tea From McDonald's: A Marketing 50 Case Study

By [Emily Bryson York](#)

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Raise a cup to 2008, a year about iced coffee and sweet tea at McDonald's.

The beverages, promoted via price cuts over the summer, helped boost sales at the fast-food chain.

Second-quarter same-store sales were up nearly 5% in the U.S., and some analysts estimated that the beverage promotions contributed at least one point of that growth.

McDonald's Corp. drove awareness of the products primarily through outdoor and print buys, using regional agencies. Since tea dovetailed so naturally with the Southern-style chicken biscuit, when McDonald's did spring for broadcast advertising, it paired the biscuit and beverage.

"The addition of Sweet Tea to our beverage lineup has provided substantial growth to our overall beverage business," says Neil Golden, chief marketing officer at McDonald's USA. "The majority of our restaurants have shown significant positive sales growth."

Aliph's Jawbone: A Marketing 50 Case Study

By [Beth Snyder Bulik](#)

Published: [November 17, 2008](#)

Aliph's Jawbone isn't just another wireless headset. The sleekly designed Bluetooth device rests on a user's jaw, and the technology inside eliminates background noise. The challenge for Elizabeth Bastiaanse Hamren, 36, VP-marketing and product management at Aliph, was to make people understand how different Jawbone is.

Whether it's Yves Béhar's industrial design, which uses medical-grade plastic; or color names such as Blah Blah Black; or marketing materials that dub the device "earwear," all signs point to Jawbone as a lifestyle choice.

The company boosted overall consumer interest this summer with colors available only at Best Buy, video demos at AT&T stores of Jawbones being used on a construction site and availability at Apple stores. Other innovative marketing included an offer of a \$20 discount to Californians who've been ticketed for talking on the phone while driving under the new hands-free law. And Crispin Porter & Bogusky, Miami, created Jawbone's first branding campaign, themed "People Will Talk" and featuring transgender model Amanda Lepore.

HP's TouchSmart: A Marketing 50 Case Study

By [Beth Snyder Bulik](#)

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Touchscreens in gadgets are nothing new -- handheld video games, smartphones and even ATMs sport them these days. However, touchscreen computers had never really taken off until now.

Hewlett-Packard Co.'s second version of the TouchSmart is selling "as many as [HP] can make right now," says David Roman, VP-marketing communications for the company's Personal Systems Group. The computer has also won more than a dozen awards for design and functionality since its debut this summer.

"This year everything really came together," Mr. Roman says. "The technology works really well, there are enough applications to take advantage of it and ... at an industrial-design level, it's state of the art."

HP considers TouchSmart a halo product, and Goodby, Silverstein & Partners, San Francisco, created an anthemic "Maestro" TV commercial. There's also extensive online ad support. HP set up product demonstrations with partners around the country, including a Fashion Week appearance in Los Angeles with trend blog DailyCandy. The way HP pursues product-placement deals is also undergoing a change with the TouchSmart. Instead of just handing out computers to put in TV shows and movies, HP is working with producers to showcase its touchscreen. Look for such an enhanced role for TouchSmart this month in an episode of ABC's "Extreme Makeover: Home Edition."

GM's Chevrolet Malibu: A Marketing 50 Case Study

By [Jean Halliday](#)

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Mike Weidman knew he had to fill perception gaps for Chevrolet's redone 2008 Malibu. Good thing General Motors Corp. nailed the three P's: product, packaging and pricing.

After what Mr. Weidman, marketing manager for the midsize sedan, calls Chevy's most extensive research ever on the target, a three-phase launch broke in fall 2007 and continued through the Olympics. The \$100 million-plus integrated campaign included big plays on TV and online by Campbell-Ewald.

Malibu has made big strides since the debut. One print ad headlined "Camry beware," inspired by a quote from Car and Driver about Malibu, turned out to be prophetic. Six months after the launch, more than 40% of trade-ins for Malibu were non-GM vehicles, and the Toyota Camry remains the No. 1 trade-in.

Chevrolet sold 140,555 Malibus this year through September, up 36.5% from a year ago. Malibu's average transaction price is more than \$4,000 higher than the old model's.

"We are so pleased with the results that have drawn us much closer to [Nissan] Altima and significantly closed the gap with the Camry and [Honda] Accord," Mr. Weidman says.

NBA Playoffs: A Marketing 50 Case Study

By [Tiffany Meyers](#)

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Nielsen ratings are one thing. But when Carol Albert saw a "Saturday Night Live" parody of the National Basketball Association's 2008 playoffs campaign, "that's when we knew 'There Can Only Be One' had made its way into popular culture," says Ms. Albert, senior VP-marketing at the NBA.

To build excitement over the six-week NBA playoffs and into the finals, Ms. Albert, 45, laid out a strategy "to focus on the intensity of competition and players' shared commitment to win."

Goodby, Silverstein & Partners, San Francisco, "delivered on that brilliantly," says Ms. Albert, with a campaign spanning print, web and TV. She also worked with the NBA's TV partners -- ABC, ESPN and TNT -- which integrated creative from the NBA ads into the networks' own promotional efforts for the playoffs.

"This was the first time we went out with a joint campaign to maximize reach," says Ms. Albert, who describes this "most ambitious campaign" as "hard-working." According to Nielsen, playoff viewership on ESPN among men 18 to 34 rose 55% from the previous year, while TNT and ABC saw gains of 30% and 41%, respectively, in the same demographic.

Tofurky: A Marketing 50 Case Study

By Kate Fitzgerald

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Here's how to turn a blob of wheat gluten and soy into one of the fastest-selling vegetarian products: Make it taste like meat, name it Tofurky and let the jokes -- and publicity -- fly.

Unit sales are surging about 40% annually for the line, which is anchored by Tofurky Roast and has expanded into Tofurky sausages and deli slices. Turtle Island Foods, which markets several other meat-substitute products, had revenue topping \$11 million last year.

The company runs Tofurky print ads, created in-house, in vegetarian magazines. But word-of-mouth has provided the biggest lift, helping it cut into popular consciousness. Example: a Citibank print ad in which a woman says, "Well, my son Jack went and married a vegetarian. ... It was my first Tofurky, and I wanted it to be just right."

"We let them use the brand however they want," says founder and President Seth Tibbott, 57, who calculates that the free mentions are worth \$1.5 million annually.

PepsiCo's Gatorade G2: A Marketing 50 Case Study

By [Natalie Zmuda](#)

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The flashy introduction of G2 at this year's Super Bowl was the biggest launch in Gatorade's 40-year history.

Not only did low-calorie G2 reshape the Gatorade platform, but it broke marketing ground for the brand, says Carla Hassan, director of marketing at Gatorade.

But the Super Bowl wasn't enough for G2. Gatorade beefed up the introduction with an unprecedented ad push in social and digital media, as well as event and experiential marketing.

Those initiatives have led to a strong initial showing for G2. PepsiCo says trial and repeat numbers for G2 are stable and leading to growth for the entire Gatorade franchise. G2 also grabbed an 8.3% share in the sports-drink category during the first half, according to Beverage Digest.

"We call G2 our Rookie of the Year and our MVP all rolled into one," says Ms. Hassan, 34.

True Religion: A Marketing 50 Case Study

By Kate Fitzgerald

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Three years ago, some analysts feared True Religion Apparel's hot-selling jeans, priced at \$200 to \$300 a pair, would quickly become old news. Far from it. Sales have surged, and the line has expanded.

Jeffrey Lubell launched True Religion in Los Angeles in 2002 by giving jeans away to boutique clerks, influential celebrities and stylists. Sales have grown steadily since, soaring 170.5% to \$17.1 million for the second quarter, ended June 30, vs. the same period a year earlier.

"The jeans are designed around certain body types, then the styles have different names," says Chana Taft-Schuman, 36, director of marketing, licensing and PR. And she means that literally. "Becky" and "Stella" are women's styles, and "Billy" and "Jacob" are for men. "Joey" is one of the most popular -- available for both sexes.

The company sells men's, women's and kids' apparel through boutiques and high-end department stores, and 37 True Religion stores have opened since 2005. True Religion began selling jeans through its website in 2005, and it's "a strong sales channel," Ms. Taft-Schuman says.

A print campaign, created in-house, broke this year, and this month True Religion billboards will appear in New York, along with ads on taxis, buses and kiosks.

But the ad efforts haven't diminished the need to help celebrities get True Religion. Ms. Taft-Schuman and her staff respond to the requests of influential stylists, and the jeans are often spotted on TV shows such as ABC's "Grey's Anatomy" and MTV's "The Hills."

General Mills' Fiber One: A Marketing 50 Case Study

By Kate Fitzgerald

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General Mills' Fiber One cereal sat quietly on store shelves for 20 years. Then Fiber One Honey Clusters appeared in 2005, igniting a new-product explosion that this year turned Fiber One into one of the nation's best-selling ready-to-eat cereals.

Pretty good, considering the line faces the challenge of making fiber more appetizing to consumers. "Most people think fiber tastes like sawdust," says Brand Manager David Clark, 40.

In the past 18 months, Fiber One has expanded from five items in two categories to 20 items in six categories. Fiber One ready-to-eat cereal alone has seen 2008 sales rise 38.2% to \$44.1 million for the period ended Oct. 5, according to Information Resources Inc.

Consumers' fear of fiber has also inspired the brand's advertising. A 2007 TV campaign from Saatchi & Saatchi, New York, featured a character called "Mr. Mehta, a store manager who continually must reassure disbelieving shoppers that Fiber One is indeed high in fiber despite the fact that it tastes so good," Mr. Clark says. "We had such great response to Mr. Mehta that we made him a fixture in the campaign."

Kroger: A Marketing 50 Case Study

By [Jack Neff](#)

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As consumers hit by higher prices and a weakening economy flock to lower-price big-box stores such as Wal-Mart and Costco, most supermarket retailers have struggled to post same-store-sales growth.

Then there's Kroger Co., which has consistently been notching comparable-store-growth rates of about 5% in the past year and 4.7% for the recently concluded second quarter, excluding gasoline.

According to Kroger senior management, much of the credit for that growth goes to a loyalty-card program with more than 43 million households operating under various supermarket brands and led by David Ciancio, VP-customer relationship management.

Dunnhumby USA analyzes the payoff from each offer at the household and customer-segment levels to boost sales, which for Kroger were up 11.9% for the second quarter to \$18.1 billion.

"One of the most sophisticated tools we use to leverage opportunities in any economy is our vast collection of consumer data," Kroger Chairman-CEO David Dillon said in a September earnings conference call.

Burger King's Whopper: A Marketing 50 Case Study

By [Emily Bryson York](#)

Published: [November 17, 2008](#)

In the midst of a nasty recession, it's easy for products to lose top-of-mind status. Not so for Burger King.

The No. 2 burger chain's creative agency of record, Crispin Porter & Bogusky, Miami, came up with the documentary-style ["Whopper Freakout."](#) The campaign included broadcast spots as well as a three-minute montage on the web in which Burger King consumers are told the Whopper has been discontinued. Ranting and, of course, freakouts ensue.

"'Whopper Freakout' was a compelling pop-culture experiment. Next to sleep, light and maternal deprivation, 'Whopper Freakout' proved that Americans don't do well without their Whopper," said Russ Klein, president-global marketing, strategy and innovation at Burger King Corp., in a statement.

U.S. same-store-sales gains beat McDonald's for most of the spring, and first-quarter Whopper sales were up double digits.

State Farm: A Marketing 50 Case Study

By [Laurel Wentz](#)

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Sometimes the best thing a marketer can do is encourage an agency to follow its vision, like when Alma DDB and Fire Advertainment insisted there was a much bigger idea than just a client-approved spot about a band, says Mark Gibson, assistant VP-advertising at State Farm Insurance Cos.

That detailed vision of a [branded-entertainment project](#) came to life as Los Felinos de la Noche, a Mexican band born at a casting session for a Spanish-language State Farm spot. Then came the live concert dates, a CD, airplay, and radio and TV appearances.

The performers, who took their name from the cats that howled during nocturnal rehearsals, credited State Farm with helping them achieve their own American dream as hard-working immigrants. Signature song "Ahi Estoy" is a Spanish-language version of State Farm's "I'm There" tag.

"The metrics show Hispanic consumers have a greater awareness and likelihood to consider the State Farm brand than at any time," says Mr. Gibson, 45. More than 50,000 people have seen the group in concert. Los Felinos even performed at State Farm's Illinois headquarters.

Nintendo's Wii Fit: A Marketing 50 Case Study

By [Beth Snyder Bulik](#)

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Looking to expand beyond family-friendly sports video-game hits such as "Wii Tennis" and "Wii Golf," Nintendo last spring launched "Wii Fit," consisting of a balance board and software that create workouts at home.

Nintendo was looking to attract women and specifically moms, so Cammie Dunaway, 46, exec VP-sales and marketing for Nintendo of America, and her team took a page from the success of the original Wii console launch.

They created buzz by tapping Nintendo's legion of Wii ambassadors -- many of them mommy bloggers -- this time to host "Wii Fit" parties. Nintendo also handed out units to bloggers eager to lose weight and chronicle their results online.

The bulk of the budget was slated for public relations, which included a pitch to get ABC's Diane Sawyer to use the board on "Good Morning America."

"Wii Fit" also got support from traditional print and TV advertising promoted with the teaser tagline "How will it move you?" created by Goodby, Silverstein & Partners, San Francisco.

Since the May launch, the "Wii Fit" board and game pack have sold more than 2.3 million units in the U.S. and have never been lower than fourth on the monthly list of top game sales, according to NPD Group, and likely will top

3 million in sales this year. By comparison, only three gaming titles sold more than 3 million copies in 2007.

Jim Beam: A Marketing 50 Case Study

By [Jeremy Mullman](#)

Published: [November 17, 2008](#)

In a crowded, fragmented market such as spirits, it's hard for a slow-growing, mature brand to get attention. So, faced with that dilemma, Jim Beam borrowed a page from small children everywhere: It started acting out.

In February, when Jim Beam's Nascar driver, Robby Gordon, was assessed a penalty for an equipment violation, the bourbon brand sprang to his defense, passing out T-shirts protesting the decision at the next race and making public a letter from the company's CEO to Nascar howling at the "unfair" decision.

In June, Beam ran ads from Energy BBDO, Chicago, in and around Chicago protesting what was believed to be Cubs owner Sam Zell's imminent plan to sell naming rights to Wrigley Field. On both a website ([saveourname.com](#)) and a parkside billboard, Beam saluted the classic ballpark's character and implored Mr. Zell not to change its name, on behalf of baseball fans everywhere.

"We ask all Chicagoans to join us in preserving the heritage that the name Wrigley Field brings to the game of baseball," Rory Finlay, chief marketing officer of Beam Global Spirits & Wine, said at the time.

Such tactics give a feistier image to the venerable Jim Beam brand, which Information Resources Inc. identifies as the third-largest whiskey, with sales of \$58.2 million for the 52 weeks ended Oct. 5.

Most package goods don't weigh in on such issues, of course, but the brand-as-activist approach is what Mr. Finlay meant when he painted the 20-foot mantra "Building brands people want to talk about" in the hallway outside his office last year.

P&G's Pur Flavor Options: A Marketing 50 Case Study

By [Jack Neff](#)

Published: [November 17, 2008](#)

Environmental concerns were a factor, but flavor also helped seal the deal for Procter & Gamble Co.'s Pur, which rode ahead of a wave favoring water-filtration systems in the past year.

The 2007 launch of Pur Flavor Options helped build the brand's share of water-filtration devices by more than six points, to 35.1% in the second quarter of 2008 from 28.7% in the second quarter 2007. Pur's share of water filters rose one point to 25.7%, according to Information Resources Inc.

A green backlash against water in plastic bottles certainly helped all players, says Bruce Lux, 43, brand manager for Pur, who led the launch of Flavor Options, which lets consumers add fruit flavors to their tap water.

Mr. Lux lists digital and public-relations efforts among key drivers of Pur's success. An online campaign from WPP Group's Bridge Worldwide, Cincinnati, included [a website with a game](#) that's kept visitors engaged for an average of eight minutes.

Garmin: A Marketing 50 Case Study

By Kate Fitzgerald

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Garmin is going places, thanks to the marketing of its Global Positioning System products, which have become a hit with sports enthusiasts.

Since 2000, when it received Defense Department approval of its GPS for civilians, Garmin International has unleashed an array of mapping devices. Garmin's goal was to expand from a navigation niche to "everyone with a pulse," says VP-Communications Jon Cassat, 51.

In 2007, Garmin aired a live ad on "The Tonight Show With Jay Leno," mocking guys who refuse to ask for directions. But many of its efforts have focused on the male bastion of sports. In 2007 and 2008, Garmin tackled the dreaded "Maposaurus" in ads including a high-profile spot during the Super Bowl. The company's print ads reach triathletes, runners, cyclists, hikers, hunters and fishermen.

There's big business in keeping people from getting lost. Garmin reported \$1.6 billion in revenue for the first half, ended June 28, up 28.5% from a year earlier. Advertising is handled in-house, but Garmin tapped Fallon, Minneapolis, for the 2007 Super Bowl spot and Tierney, Minneapolis, for a 2008 Bowl ad.

Flip From Pure Digital Technologies: A Marketing 50 Case Study

By [Rupal Parekh](#)

Published: [November 17, 2008](#)

The marketer of the Flip camcorder had a vision: to create a gadget that would revitalize a stagnant home-video market and make it fun again.

Consumer research told Pure Digital Technologies that video cameras were being rejected because they were complicated and bulky. But "if video could be packaged properly and become as convenient as point-and-shoot photography, it would be a huge opportunity," says Simon Fleming-Wood, VP-marketing.

A sound prediction, considering as of last month, 1 million Flip camcorders had been sold in the U.S. The camera's name is its key attribute -- Flip's built-in, flip-out USB arm makes uploading video easier for YouTubers.

So far, the marketer has targeted two key demographics; the Flip Ultra was aimed at memory-making moms, while the smaller, sleeker Flip Mino, introduced last June, was made to attract younger consumers.

Enthusiastic reviews of the Flip -- including from Oprah Winfrey -- have created invaluable buzz. In addition, Pure Digital has started a cause-marketing effort called Flip Video Spotlight, in which it plans to distribute up to 1 million camcorders to nonprofits. AKQA linked the Mino to the Vans Warped concert tour, and the digital shop, Flip's agency of record, is planning a holiday campaign that will include online, TV and event elements.

When Flip tells its story to retailers, they listen: Best Buy, Target, Costco and others all carry the devices, affordably priced under \$200.

American Express Members Project: A Marketing 50 Case Study

By [Tiffany Meyers](#)

Published: [November 17, 2008](#)

For American Express Co., it's marketing that does good as it does well.

"Having the opportunity to do marketing and do good at the same time is a great feeling," says Belinda Lang, VP-consumer marketing strategy, who oversees Members Project From American Express.

The online initiative solicits AmEx card members to submit and vote on ideas for humanitarian projects.

In 2008, more than 400,000 people registered to participate in Members Project, AmEx says, and 1,190 projects were submitted. The program attracted 1.8 million unique visitors to membersproject.com, up 20% from 2007, its first year. New tools were available for participants, including online badges, widgets and banners that could be posted on Facebook and MySpace. The initiative is "clearly tapping into something very important to members," says Ms. Lang, 55.

Members Project this year awarded five proposals a total of \$2.5 million. And even projects that didn't make it to the end are winners, she says, "because so many more people are now aware of the issues they're fighting for."

Southwest Airlines: A Marketing 50 Case Study

By [Mya Frazier](#)

Published: [November 17, 2008](#)

The nickel-and-dime pricing that runs rampant in the cash-strapped airline industry is the bane of frugal travelers and a boon for Southwest Airlines.

Southwest made the point to consumers with its recent "Freedom From Fees" campaign from GSD&M's Idea City, Austin, Texas.

The decision to go full throttle with the message came last spring as other airlines began adding extra fees with a vengeance, including American Airlines, which began charging not just for the third piece of checked luggage, but the first piece. Sure, there's revenue to be made from adding fees, but the Southwest take has been to use the luggage issue as a brand-building case, making the airline a haven for fee-weary travelers.

"It became very personal for people when it started getting into luggage," says Kevin Krone, VP-marketing, sales and distribution at Southwest. "It was instantly a way to differentiate us from the rest of the industry."

Southwest's commitment to economical flying continues to keep the carrier cruising above much of the turbulence. The airline's revenue rose 8.5% last year to \$9.9 billion; for the first three quarters of 2008, revenue tracked upward 12.5%.

Dunkin' Donuts Coffee: A Marketing 50 Case Study

By [Jack Neff](#)

Published: [November 17, 2008](#)

Talk about going out with a bang: While Dunkin' Donuts retail coffee was being divested by Procter & Gamble Co. to J.M. Smucker Co. in October along with the rest of P&G's coffee business, the Dunkin' effort was posting hot results.

The joint venture with the food-service brand, with marketing led by P&G, racked up first-year sales of close to \$200 million after its launch in early 2007.

Leading the marketing effort on Dunkin' at P&G was Brand Manager Audra Schlegel, 29, who's staying with P&G and in June became global brand manager of Olay. "Certainly, I'll miss it," she says of Dunkin' Donuts coffee.

Ms. Schlegel cites strong TV and print advertising from Hill Holliday; publicity by RF Binder Partners; packaging that stood out on the shelf bearing the shops' distinctive look; and an extensive in-store and event demo effort. "Once people try it," she says, "they come aboard."

J&J's Zyrtec: A Marketing 50 Case Study

By [Jack Neff](#)

Published: [November 17, 2008](#)

When Johnson & Johnson acquired Pfizer's consumer-health-care business, the buried treasure was allergy drug Zyrtec. At the time, in 2006, it was a top-selling prescription drug in the U.S.

Showcasing that treasure has been Rohinish Hooda, VP-marketing for J&J's over-the-counter upper-respiratory business. Zyrtec is on track to hit \$300 million in its first year of OTC sales despite going head-to-head with private-label.

"It's been a phenomenal year," Mr. Hooda says. By the second quarter, Zyrtec had a 27.5% share of the U.S. OTC allergy business. The sales are great, he says, but "the market response from consumers, customers and competitors is even more satisfying."

J&J arranged for 40 of the Fortune 500 employers to send direct-mail ads to Zyrtec prescription users. But the key move may have been mining clinical data to come up with a powerful new claim in TV and print ads from JWT, New York -- that Zyrtec starts working in only an hour, compared with three for Claritin.

'Biggest Loser' Products: A Marketing 50 Case Study

By Claire Atkinson

Published: [November 17, 2008](#)

"The Biggest Loser" may have begun life as a weight-loss reality show, but it's now well on the road to becoming a brand in its own right via licensing deals crafted by Reveille's Mark Koops.

Spinoff consumer products, ranging from videos to fitness mats, earn Reveille \$50 million annually. The licensing deals have included the likes of Lionsgate for DVDs and Rodale for a book series. Next up are a branded protein drink, kitchen appliances and a new deal with yoga giant Gaiam, which already markets "Biggest Loser" fitness equipment.

"Our choices haven't been born out of wanting to take money," says Mr. Koops, co-creator of the show and managing director at Reveille. "It's been about working with the best brands in the marketplace."

Point-of-purchase materials for the products help drive awareness of "The Biggest Loser" brand and create points of contact. "It's not just about tuning in on Tuesday or Wednesday," says Mr. Koops, 33.

"The Biggest Loser" is also joining with cereal giant General Mills for a cause-marketing initiative next year that will enhance the NBC show and its branded products. That effort will see "The Biggest Loser" impressed upon 100 million General Mills products in support of Feeding America (formerly America's Second Harvest).

"We are the little show that could," Mr. Koops says of "The Biggest Loser." "It's easy to have quick success and fade out. We're building a brand above the TV show and, hopefully, one day that will be just one part of it."

MillerCoors' Coors Banquet: A Marketing 50 Case Study

By [Jeremy Mullman](#)

Published: [November 17, 2008](#)

A good yarn deserves retelling. Coors Banquet beer burst into American popular culture during the 1970s as a regional brew with a great story -- brewed from Rocky Mountain spring water since 1874, when it was served at miner banquets. Now that story has been dusted off with new marketing. And sales are responding.

The original story line spurred a cult following for the Colorado beer. The brand, unavailable east of the Mississippi back then, was routinely smuggled back east on airplanes and long road trips, a trend immortalized in the 1977 film "Smokey and the Bandit." But wider availability and the onset of light beers cost Coors Banquet its mystique and appeal, and by the mid-1980s it was seeing steep declines in sales volume that continued unabated for more than two decades.

Coors Banquet is on the growth track again, a turnaround story fueled by an ad campaign from DraftFCB, Chicago, featuring the gravelly voice of Sam Elliott and focusing on Coors Banquet's Rocky Mountain heritage and quality. The message was reinforced by a return to the yellow cans travelers used to bring home from western trips.

"Coors is an icon of Western masculinity," says Andy England, chief marketing officer at MillerCoors. "We needed to remind people of that."

The results speak for themselves: Sales of Coors Banquet were up 7.6% this year through Oct. 5, according to Information Resources Inc., a second-straight year of growth. Meanwhile, the brand's full-calorie premium rivals remain ensconced in their own long spirals: Budweiser and Miller Genuine Draft were down 5.1% and 3.1%, respectively, during the same period.

Hilton Hotels: A Marketing 50 Case Study

By [Mya Frazier](#)

Published: [November 17, 2008](#)

The last thing a loyal customer deserves is an excuse. Amid the myriad loyalty programs in the hospitality industry, caveats are as common as consumer cynicism. That provided an opportunity for Hilton Hotels Corp.

Offers in the hotel industry have been "a smoke-and-mirrors game," says Adam Burke, senior VP-customer loyalty at Hilton. His company has come out clearly with a simple, powerful message of "No blackout dates." The feature, launched last January, allows members of the Hilton HHonors program to redeem points whenever a standard room is available.

Marketing support ranged from e-mail and a home-page redesign to print and outdoor ads as part of its "Connections" campaign.

The plan has paid off. The Hilton loyalty program watched redemptions jump 35% in February, the month following the effort's debut, compared with the same period in 2007. For the year to date, redemptions have grown 18%.

PepsiCo's SoBe Life Water: A Marketing 50 Case Study

By [Natalie Zmuda](#)

Published: [November 17, 2008](#)

SoBe Life Water was reintroduced at retail in February after making a splash on the U.S.' biggest advertising stage, the Super Bowl. Arnell Group, New York, brought the SoBe lizard to life with a series of commercials featuring supermodel Naomi Campbell. She and a group of lizards groove to popular tunes such as Carlos Santana's "Black Magic Woman" and Michael Jackson's "Thriller." [The kickoff spot](#) has since gone on to score 3.5 million hits on YouTube.

PepsiCo's SoBe is using Life Water to stake a claim in the fast-growing enhanced-water category, with some success. Life Water's market share grew to 6.1% in the first half, according to Beverage Digest, while volume was up 167% from a year earlier. The SoBe Life Water business is now about the same size as the SoBe parent brand, says Jeff Dubiel, VP-marketing for Sobe.

Life Water ramped up sales and created buzz with an event in New York's Time Square, sampling and webisodes. The web fare, housed at brand site [thrillicious.com](#), follow the exploits of lizards Lee and Donny.

Kellogg's Special K: A Marketing 50 Case Study

By [Emily Bryson York](#)

Published: [November 17, 2008](#)

Kellogg Co., in its efforts to improve ad efficiency, took its "Special K Challenge" online, and in the process gave a lift to a mature brand that's managed to stay in expansion mode.

Kellogg has continually promised to find ways to drive efficiencies. One way is to divert broadcast funds into online marketing. Chief marketer Mark Baynes said at a recent conference that "maybe the biggest opportunity over time is driven by what the digital environments afford."

The cereal itself gained immense popularity from the "Special K Challenge," which calls for two bowls of Special K every day for two weeks. Kellogg took the diet online with a website that develops nutrition and fitness plans; the site introduces some consumers to Special K extensions such as Bliss snack bars. Special K also partnered with Yahoo to form an e-mail group.

"More than ever, we know that women are looking for solutions online," says Teresa Lindsey-Houston, associate director-brand marketing, Special K Franchise. "We want ... to offer tools they need to stay on track."

The rewards have been sweet. In the past 18 months, Special K's online return on investment has surpassed that of broadcast by a factor of well over two. Sales of Kellogg's Special K ready-to-eat cereal have risen 17.7% year-to-date, as of Oct. 5, to \$132.5 million, according to Information Resources Inc.

Kellogg's digital diet may help the marketer keep its marketing budget lean. The company will slash TV-commercial filming 10% to 20% in the next year.

Rockstar Games' 'Grand Theft Auto IV': A Marketing 50 Case Study

By [Beth Snyder Bulik](#)

Published: [November 17, 2008](#)

Rockstar Games began working on "Grand Theft Auto IV" as soon as its predecessor hit shelves four years ago.

But the "GTA" franchise didn't need brand recognition -- it's one of the best-known brands in gaming.

"GTA IV" still needed marketing, however.

"The bar was high," says Alex Moule-Berteaux, 36, head of marketing for Rockstar. "We started with a clean slate."

Hype began early with then-Microsoft Corp. executive Peter Moore showing off a "GTA IV" tattoo on his arm at the E3 gaming convention in 2006. Rockstar, with its own in-house marketing and design team, launched a series of trailers in 2007, followed by online videos leading up to its April release. A TV spot also ran in April, as well as print, radio, online and outdoor ads including several mural ads on buildings in New York.

More than 3.5 million copies sold the first day and more than 6 million the first week for an estimated one-week tally of \$500 million. By August, more than 10 million copies of the game had been sold.

Sabra: A Marketing 50 Case Study

By [Matt Kinsey](#)

Published: [November 17, 2008](#)

Chances are when shopping for hummus at your local grocer, you know those red lids belong to the Sabra family of Mediterranean spreads. In the process, you're one of more than 80 million consumer impressions the brand has made in 2008.

Rodrigo Troni, chief marketing officer of Sabra Dipping Co., credits much of the brand's rise -- a 73% growth spurt in 2007, topping off at close to \$70 million in sales -- to strong word-of-mouth and a consumer pride in discovering new food trends.

"Consumers love being in the know and trying new things," says Mr. Troni, 42. "It's all about allowing the consumer to enjoy this behavior of discovery."

The brand loyalty shows. Sabra claims it holds 33% of a nearly \$400 million refrigerated-spreads segment that Mr. Troni says is the fastest-growing area of the \$2 billion refrigerated-dips-and-spreads market.

With a new PepsiCo partnership, Strauss Group plans to grow Sabra's market penetration. "PepsiCo is very good at delivering consumer insights," Mr. Troni says. "They will help Sabra sharpen its segmentation. We'll be able to articulate ... benefits much better than before."

Hard Rock Hotel & Casino Las Vegas: A Marketing 50 Case Study

By Claire Atkinson

Published: [November 17, 2008](#)

Morgans Hotel Group says it's spending more than \$1 billion to upgrade the legendary Hard Rock Hotel & Casino Las Vegas. Now it's up to VP-Marketing Phil Shalala to make that bet pay off.

Cable channel TruTV this month will air a behind-the-scenes look at one of Mr. Shalala's most successful innovations, the notorious Rehab Sunday pool parties. Rehab generates its own revenue stream -- \$6 million in 2007 and so far up 18% this year.

The events are part of what one media outlet calls the great pool-party proliferation of 2008. The Rehab parties have even inspired an energy drink, Rehab recovery supplement, marketed by Coca-Cola Co.

Mr. Shalala has worked with music critics and agents to attract the right musicians to appear at Hard Rock. An in-house pop-culture magazine, HRH, is a revenue producer and distributed in all Morgans properties.

Carol's Daughter: A Marketing 50 Case Study

By Claire Atkinson

Published: [November 17, 2008](#)

Launching a newcomer in the health-and-beauty category is no easy feat, but when you have celeb spokeswomen such as Jada Pinkett Smith and Mary J. Blige, it makes all the difference.

Carol's Daughter, an African-American-oriented beauty brand, is steered by CEO Steve Stoute, who also credits a presence in Macy's and Sephora for helping. Such associations have catapulted the corporate story into media venues such as Newsweek and "The Tyra Banks Show."

"PR has been a tremendous asset for the brand," Mr. Stoute says.

Carol's Daughter uses a series of influential consumer blogs, such as [DailyCandy](#), to promote awareness via mentions by the bloggers as well as paid ads via Translation, New York.

"We've been buying straight brand ads across different sites and embracing the blogging community," says Mr. Stoute, 38. The music-industry veteran has been involved in crafting marketing and brand strategy from the outset and brought in big investors, including Pegasus Capital Advisors, to help grow the \$20 million brand.

Häagen-Dazs: A Marketing 50 Case Study

By [Tiffany Meyers](#)

Published: [November 17, 2008](#)

Bees generate buzz. When Katty Pien, brand director for Häagen-Dazs at Dreyer's Grand Ice Cream, aimed to deepen the emotional connection to consumers, she knew "we needed a socially relevant idea ... linked to the brand's core essence."

In response, Goodby, Silverstein & Partners, San Francisco, presented a concept built around a news story: A mysterious colony-collapse disorder is killing honeybees, whose pollination is responsible for the health of numerous crops, including ingredients in Häagen-Dazs.

"Because the issue had broader significance than just ice cream," says Ms. Pien, 42, she knew the concept would stretch her media dollars. The U.S. Department of Agriculture estimates the honeybee trade is valued at \$15 billion a year.

The February launch of "Häagen-Dazs loves honey bees" included a range of media and public relations while adding a new flavor -- Vanilla Honey Bee. Häagen-Dazs says it's seen sales increase 16% for the year. Brand advocacy for Häagen-Dazs among consumers hit 69%, the highest among 19 brands tracked, according to Häagen-Dazs.

Aiming to hit 125 million media impressions within a year, "we were blown away to see that we reached that goal in the first two weeks," she says.

Not that she stopped there. Ms. Pien testified before Congress, advocating for more research funds. "We're not only raising brand awareness but making a difference in the world," says Ms. Pien, who calls Häagen-Dazs "a brand with a heart and a soul."

Sony's Blu-Ray: A Marketing 50 Case Study

By [Beth Snyder Bulik](#)

Published: [November 17, 2008](#)

This has been the year of Blu-ray. Not just for the high-definition movie players but for the entire technical specification. Early in 2008, the high-def war that made consumers sit on the sidelines -- and made industry insiders cringe -- was won by Blu-ray when enough movie studios finally tipped the scale in favor of the Sony-created format.

By the end of September, 6.5 million Blu-ray players had been sold, up 160% from a year earlier. Even more telling is Sony's prediction that by New Year's Eve, there will be a Blu-ray player in 25% of high-definition households, or about 12.5 million.

Chris Fawcett, 38, VP-marketing of the Home Products Division at Sony Electronics, refers to Blu-ray's history in three phases: launch, wartime and expansion. "Wartime" was that period in which two technologies for high-def disc playing and viewing -- Sony's Blu-ray and Toshiba's HD-DVD -- were fighting it out.

Now, with the battle over, "We're looking for a big holiday," he says.

Expect the marketing push for this holiday to follow in last year's footsteps of collaborating with other Sony divisions including Computer Entertainment, Music and Pictures to create bundles of goods and services.

Blu-ray has been part of Sony's "HDNA" campaign, via 180, Los Angeles, touting its HD technology and products. The format also has gotten support from studios trumpeting Blu-ray in ads for their DVDs. Several studios and consumer-electronics companies are backing a \$25 million holiday push for Blu-ray.

"What [Sony Corp. of America CEO Howard Stringer] wants to do is bring it all together under the banner of Sony United," Mr. Fawcett says. "Blu-ray was the articulation of that strategy almost perfectly. ... Blu-ray is a new technology, but it showed us that all the parts of the company can come together and find something meaningful for all."

Apple's iPhone 3G: A Marketing 50 Case Study

By [Beth Snyder Bulik](#)

Published: [November 17, 2008](#)

Apple's iPhone phenomenon rolled on into 2008, but this year's entry, the iPhone 3G, brought a new twist and a price drop to sway consumers.

The twist was the addition of smart-phone applications, complete with an Apps Store and developer input.

Application developers loved the 70/30 revenue split that goes their way for their iPhone work, and the overall effect was the creation of a new iPhone-enthusiast crowd of developers and users.

Heavy rotations of stylish but utilitarian TV commercials from TBWA's Media Arts Lab, Los Angeles, kept the smartphone front and center and laid out easy-to-use benefits. Phil Schiller, senior VP-worldwide product marketing, is one of the few Apple execs who regularly speak at conferences or in interviews.

The iPhone 3G gambit seems to be paying off already. Apple reported sales of 6.9 million iPhones in its most recent quarter, in which the 3G hit shelves.

Under Armour's New Prototype: A Marketing 50 Case Study

By [Jeremy Mullman](#)

Published: [November 17, 2008](#)

Anybody with \$6 million to spare can buy a 60-second Super Bowl spot for a product they're selling, but to allocate a significant amount of your ad budget to the bowl for a product that's months away from shelves? That takes guts.

Under Armour did exactly that in 2008 with the launch of the New Prototype cross-trainer shoe, its first foray into noncleated footwear.

The gambit by Under Armour and Senior VP-Brand Steve Battista wound up working pretty well. The spot -- created in-house and featuring its typical dark and intense style -- hyped the shoe, and Under Armour spent the next three months marking the minutes with countdown clocks at retail and online, where consumers could preorder the New Prototype.

Analysts hailed the launch as successful, and the New Prototype outperformed Nike's new cross-trainer line, which was backed with a hefty campaign of its own (with a tagline "My better is better than your better," which many observers took for trash talk).

"There's no doubt Under Armour's launch was more successful" than Nike's, says Matt Powell, an analyst with SportsOneSource.

"When we speak, we speak loudly," Mr. Battista says.

Rihanna Umbrellas From Totes: Marketing 50 Case Study

By [Tiffany Meyers](#)

Published: [November 17, 2008](#)

Once you hear Rihanna's Grammy-winning "Umbrella," good luck getting those lyrics out of your head. What Totes heard was opportunity knocking when Def Jam Recordings, preparing to release the single, suggested the company create a product line with the then up-and-coming songstress.

Kristen Stary, category director-rain products at Totes-Isotoner Corp., "thought it was a great opportunity to reach a younger demographic." The umbrella line, available at Macy's and [totes.com](#), launched in summer 2007. A second line made its debut last February.

"We put one umbrella online as a soft test and couldn't keep it in stock," says Ms. Stary, 39, who adds that today "the Rihanna umbrella line makes up 15% of our online sales, which is tremendous given it's such a niche product."

The line brought with it its own celebrity endorser, especially as Rihanna rose to Grammy status. Totes relied heavily on media mentions placed through Northlich, Cincinnati, which reports more than 350 million media impressions so far. Rihanna previewed the new line via an in-store promotion at New York's Macy's Herald Square.

Northlich also organized a meet-and-greet session during Fashion Week 2008. That gave Totes ink in fashion magazines and [a mention in celebrity-gossip blog PerezHilton.com](#). The day after that mention, [totes.com](#) shot to more than 24,000 daily hits from its average of 3,000.

"We got to work the next morning, and it was, 'What happened?'" Ms. Stary says.

Win Detergent: A Marketing 50 Case Study

By [Matt Kinsey](#)

Published: [November 17, 2008](#)

Signing on as the official detergent of the U.S. Olympic Team at the Beijing Games might be the smartest move the team at Win detergent has made since the brand's launch in 2005.

Win's formula targets the hard-to-reach fibers of performance athletic apparel, promising to destroy odors where regular detergents can't.

Win Products President Jeff Crow leveraged the credibility of the U.S. Olympic Committee to put Win in the hands of athletes. "We carry the Olympic rings on everything we do," says Mr. Crow, 40. "It brings the product to life."

Win expects sales to more than double this year. It's sold at 2,500 stores in North America, including Dick's Sporting Goods in the U.S., and is the No. 1 laundry brand on Amazon.

Through Active Marketing Group, Win accesses one of the largest sports-marketing and -sampling databases on the web. Media buys with Rodale's Runner's World and Men's Health illustrate a plan for swift expansion.

"When we launched the product, our core consumer base was the triathlete," Mr. Crow says. "Go one step out, and it's cyclists and long-distance runners, and from there runners and gym-goers."

Glacéau's Vitaminwater: A Marketing 50 Case Study

By [Rupal Parekh](#)

Published: [November 17, 2008](#)

Glacéau and its Vitaminwater brand have come a long way from their roots in Queens. More than a decade after its founding in 1996, Glacéau continues to dominate the "enhanced-water" niche it pioneered. So much so that Coca-Cola Co. last year decided on a buy-it-not-beat-it strategy, acquiring Glacéau for \$4.1 billion.

In a saturated category, Vitamin-water posted a 19.3% gain in 2008 sales, as of Sept. 7, hitting \$315.3 million, according to Information Resources Inc.

The brand, under Glacéau Chief Marketing Officer Rohan Oza, employs playful packaging and pop-culture tie-ins via the "Sex and the City" movie and the CW's teen drama "Gossip Girl." Vitaminwater also ran a spot during this year's Super Bowl, via Berlin Cameron United, New York.

Vitaminwater is well-known for its long list of celebrity endorsers, including athletes such as LeBron James and entertainers such as rapper 50 Cent.

In fact, 50 Cent is more than just a Vitaminwater "friend." Vitaminwater dedicated a flavor, called Formula 50, to the performer. The rapper was an early investor in Vitaminwater, and he made as much as \$400 million in the Coke acquisition of Glacéau.

Cadillac CTS: A Marketing 50 Case Study

By [Jean Halliday](#)

Published: [November 17, 2008](#)

Cadillac figured it had a "game-changing product" with the second-generation CTS sedan, which sported a new, aggressive grill and engine and a more upscale interior, says John Howell, product-marketing manager.

[A launch TV spot](#) still airing features actress Kate Walsh delivering the line that Mr. Howell says had "amazing recall": "When you turn your car on, does it return the favor?"

General Motors Corp.'s Cadillac started beating the drums for the redone CTS online four months before the main ad blitz started in September 2007. Measured-media spending from then through last June hit \$184 million, according to TNS Media Intelligence.

CTS is the only model in Cadillac's lineup with higher sales this year. GM says U.S. sales of the CTS rose 15% through October, to 51,576, vs. the same 10 months a year ago. Plus, Mr. Howell, 51, says the car's average transaction price continues to be between \$8,000 and \$10,000 higher than the old model's.

Secret Clinical Strength From P&G: A Marketing 50 Case Study

By [Jack Neff](#)

Published: [November 17, 2008](#)

Procter & Gamble Co. had been losing ground in U.S. deodorants to Unilever for years, when it found a new star in Secret Clinical Strength.

Since Clinical Strength, priced at more than double the category average, hit the market last year, Unilever has kept gaining share, but P&G has gained faster. Clinical Strength accounted for all of P&G's gain of 3.7 points in antiperspirants to 34.1% from the first quarter of 2007 to the third quarter of 2008, according to data from Information Resources Inc.

Behind the success was the insight that 25% of women perceive that they sweat more than average. Prescription antiperspirants existed, but few women used them, says Janine Miletic, 29, who led the launch as brand manager and now is associate marketing director. Instead, they used "compensating behavior," she says, such as reapplying products or using restroom hand dryers to dry their blouses.

One key to success has been classic problem-solution TV spots from Leo Burnett, Chicago, such as one about anxiety surrounding antiperspirant "failure" on a wedding day.

L'Oréal's Garnier Nutritioniste: A Marketing 50 Case Study

By Jack Neff

Published: [November 17, 2008](#)

L'Oréal long had been gaining share in hair care and cosmetics in the U.S., but skin care proved a tougher category to crack against entrenched competitors such as Procter & Gamble Co.'s Olay. Garnier Nutritioniste is changing that.

Nutritioniste, launched last year, is putting L'Oréal on an upward trajectory as it repeats the inroads the Garnier brand has made in hair products during the past decade. L'Oréal has built Nutritioniste into a \$58 million-plus line, according to Information Resources Inc. Its Skin Renew facial anti-aging product, for example, posted sales of \$13.3 million for the 52 weeks ended Oct. 5, up 560.1%. Nutritioniste Nutri-Pure facial cleansers were up 44% to \$7 million.

A competitor notes that Nutritioniste didn't truly get traction until year two, with products including an anti-puff eye roller and items that promise to reverse sun damage. Leading that effort has been Carolyn Holba, senior VP-marketing for Maybelline Garnier, who came to the post in 2007.

"Year one was really about establishing our place," she says. "Year two we had very aggressive goals for ourselves in terms of becoming a top-five player." Besides innovative products such as the eye roller, she credits strong TV and print advertising from Publicis Worldwide, New York.

Those ads hit hard on the core premise for Garnier Nutritioniste: a combination of natural ingredients and high-tech efficacy. That proposition has helped Nutritioniste not only take share in mass, Ms. Holba says, but also attract shoppers from prestige labels.

Kraft Mac & Cheese: A Marketing 50 Case Study

By Emily Bryson York

Published: [November 17, 2008](#)

After years of touting premium versions of the classic staple, Kraft Foods has reformulated the original blue-box Macaroni & Cheese, tweaked packaging and launched new marketing with the mom-friendly slogan "Mama's in the kitchen making mac 'n' cheese."

Since then, Kraft Foods has posted four consecutive quarters of share gains for the product, which had been languishing. Kraft dry macaroni and cheese mixes have boosted sales by 11.8% this year, as of Oct. 5, to \$167.9 million, according to Information Resources Inc.

Kraft now sells more than 1 million boxes of the product each day. Kraft Foods CEO Irene Rosenfeld continually links Kraft Macaroni & Cheese to her company's resurgence in 2008.

The marketer has "made a significant improvement in quality across our Kraft Macaroni & Cheese products by focusing on the cheese -- which is what consumers especially love about our product," says Mary Sagripanti, senior director-dinners at Kraft Foods.

The executive adds that advertising from DraftFCB, Chicago; line extensions; and promotions have been key to the 2008 marketing plan.

Classic Macaroni & Cheese has become a point of departure for extensions such as Kraft Macaroni & Cheese crackers as well as Italian- and Mexican-flavor versions of the popular pasta product. "We are thrilled by the results," says Ms. Sagripanti, 43.

The product improvements probably couldn't have come at a better time.

With trouble in the economy, more consumers are trolling supermarket aisles for convenience and value. As Macaroni & Cheese fits both needs, it's given investors another reason to look favorably on Kraft as it negotiates a tricky turnaround.

Speedo's LZR Racer: A Marketing 50 Case Study

By [Jeremy Mullman](#)

Published: [November 17, 2008](#)

So you're selling high-performance sports apparel and want a surefire way to improve results. Try this: Have athletes wearing your gear win 91% of the gold medals at the Olympics in front of the biggest audiences ever.

"It sounds so easy when you put it like that," says Craig Brommers, Speedo VP-marketing, who led the push behind the sleek LZR Racer suit.

Speedo introduced the suit at a series of swimming events in February. Then in Beijing, Speedo superendorser Michael Phelps dominated the games by winning a record eight gold medals. Speedo pounced on that success, quickly sending its medal-winning athletes on a nationwide tour.

Since March Speedo has sold 15,000 LZR swimsuits, which retail for \$550 apiece, and Mr. Brommers projects that total will hit 80,000 within 12 months. "We can't make them as fast as we can sell them," he says.

P&G's Bounty: A Marketing 50 Case Study

By [Jack Neff](#)

Published: [November 17, 2008](#)

Economic downturns can be unkind to premium-price paper-towel brands, particularly when they're also raising prices.

Despite that, and rising private-label shares in paper towels, Procter & Gamble Co.'s Bounty has reached all-time highs in market share in the past year under Brad Schwan, its brand manager. Third-quarter market share for the 43-year-old brand was 44.3%, according to Information Resources Inc., up 1.9 points from a year ago.

Recently promoted to associate marketing director, Mr. Schwan, 35, cites Bounty's three tiers. Value-price Basic, launched three years ago, is staving off private-label incursions. He also credits improvements to the core Bounty brand in early 2007, backed by TV efforts showing how much consumers can do with one sheet. Then he cites a superpremium Extra Soft clothlike line launched in February.

All three have been gaining share. "Consumers recognize differences in paper towel products ... and they're willing to vote for the brands best meeting their needs," Mr. Schwan says.