



GUINNESS[®]
MADE OF MORE[™]

Global Marketing

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1. BACKGROUND & CHALLENGES

AN INTRODUCTION TO GUINNESS

Guinness is a popular Irish dry stout that originated in 1759 at the brewery of Arthur Guinness in St. James's Gate, Dublin Ireland. When the people of Britain think of Guinness, they imagine a drink that is predominately enjoyed by the people of Ireland and think of the iconic black and white pint that is famous for its two-part pour. But the reality is different.

A GLOBAL FOOTPRINT

Guinness has a huge global footprint. It is brewed in almost 60 countries and is available in over 150. Africa alone accounts for half of Guinness sales worldwide. Guinness also appears in many different guises and formats in different markets; from premium draught in Asia to the bottles of the stronger Foreign Extra Stout in Africa to the iconic Guinness black and white pint often seen in Ireland and the UK.

OPERATING IN A COMPLEX ENVIRONMENT

In 2011, Guinness was a global brand in terms of its footprint, but very little else. We faced a number of complex challenges.

CHALLENGE 1: WE OPERATE IN VASTLY DIFFERENT TERRITORIES WITH DIFFERENT AUDIENCES

Guinness is currently sold in 150 countries...



...meaning the drink needs to appeal to a wide range of nationalities, age groups, characteristics and needs. Marketing to so many different audiences was therefore expensive and time heavy.

CHALLENGE 2: WE HAVE VASTLY DIFFERENT PRODUCTS AND FORMATS ACROSS THE WORLD.

Across the world, the products that Guinness sells vary...



...For example, in Europe we mainly sell Guinness Draught. In Africa, we sell Foreign Extra Stout which is a richer drink with more alcohol. In America, we sell Draught. Whereas in Asia, we sell a mixture of Foreign Extra Stout and Draught.

CHALLENGE 3: WE WERE SUPPORTING NO FEWER THAN FIVE DIFFERENT POSITIONINGS

In Ireland, it was 'There's More Life in the Dark' that positioned Guinness to younger, more social and lively drinkers. In the UK, it was about how the product comes to life in front of your eyes. The US...it was 'Genius'...

Global List of Guinness Endlines 2000-2014

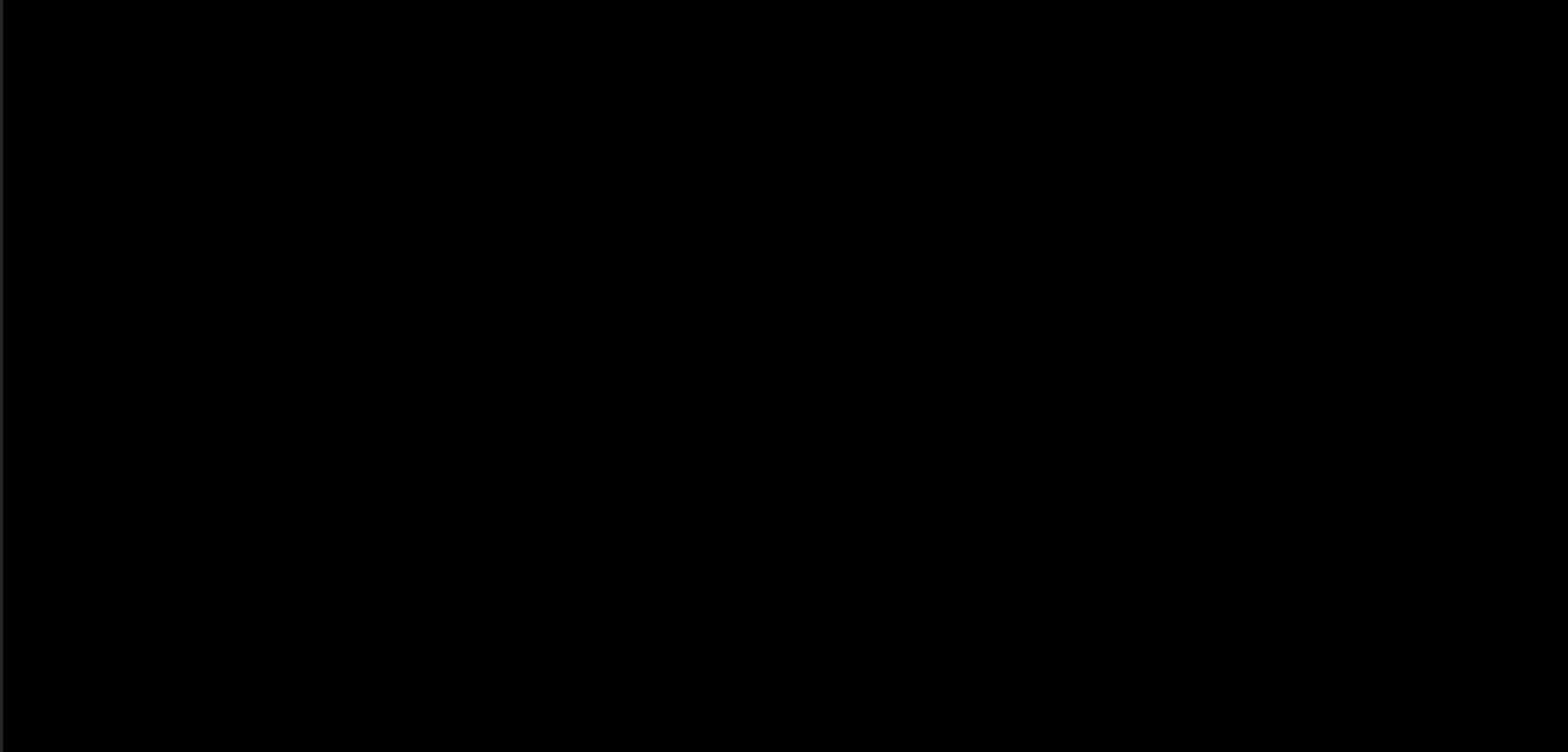
Good things come to those who wait
No wonder the Guinness is great
Live Life to the Power of Guinness
Guinness is Great
Michael Power

1759 - It's Guinness Time
Greatness
Extra Cold
It's Alive Inside
Bring it to Life

Quality Time
Rise Together
Believe
Knowing What Matters
Here's To You

...and in Africa it was 'Greatness'. In Asia it was split between 'Inner Strength' for Bottled Stout and 'Rise Together' for Draught.

CHALLENGE 4: EACH MARKET PRESENTED A UNIQUE SET OF CHALLENGES



2. GLOBAL MARKETING OBJECTIVES

DEVELOPING A GLOBAL BRAND IDEA

We needed to increase the effectiveness and efficiency of our marketing around the world. We believed that creating one global platform would allow us to create marketing activity that could be shared and raise the overall quality of what we do. And in doing so, creating something that would allow us to achieve our global objectives.

3 KEY GLOBAL MARKETING OBJECTIVES

Develop one consistent global marketing strategy & creative platform that

- Is flexible enough for each market to address their own specific objectives and challenges
- Delivers greater economies of scale for Guinness
- Delivers the brand fame, cultural traction and creative brilliance that Guinness has become known for

3. STRATEGY AND PLANNING

THE STRATEGIC CHALLENGE

**We needed to develop a strategy that could speak to a global audience
and support all Guinness product formats.**

A HISTORY OF FOCUSING ON PRODUCT TRUTHS

Guinness's communications have traditionally focused on dramatising the various different product truths associated with the product. The first ever Guinness ad used the ad slogan '*Guinness is Good For You*' based on perceived medicinal benefits of the drink. In 1998, Guinness began to dramatise the 119.5 seconds pour through the '*Good Things Come To Those Who Wait*' campaign. This thought gave birth to some of the greatest Guinness ads of all time such as '*Surfer*' and '*Swimblack*'. Recent Guinness positionings were all originally derived from a product truth.

No artificial colour is added; the colour of Guinness is due to the roasting of the Barley.


ITS HEALTH-GIVING VALUE

Guinness builds strong muscles. It feeds exhausted nerves. It enriches the blood. Doctors affirm that Guinness is a valuable restorative after Influenza and other weakening illnesses. Guinness is a valuable natural aid in cases of insomnia.

ITS NOURISHING PROPERTIES

Guinness is one of the most nourishing beverages, richer in carbo-hydrates than a glass of milk. That is one reason why it is so good when people are tired or exhausted.

GUINNESS
IS GOOD FOR YOU



DEVELOPING A GLOBAL APPROACH

But we had never developed a truth that united our products across the globe. Going forward, we needed a truth that united these disparate products. Something which could elevate it above the rest of the competitive beer category. And meant we could speak to a global audience that would allow us to recruit the next generation of drinkers.

This led to a new approach for Guinness. A strategy that would see us move away from just focusing on the drink and instead on developing a shared attitude between the brand and drinker (something akin to Nike's *'Just Do It'*).

3 TRUTHS INFORMED THE STRATEGY

Brand Truth: As a company, Guinness has always sought to carve its own path. For example, the founder Arthur Guinness signed a 9,000 year lease at the brewery in Dublin and he decided to brew a dark stout with the support of his employees when everyone else was brewing ale.

Product Truth: No other beer looks or tastes quite like a Guinness. It has more look, more taste, more depth and more soul. It is therefore a bold choice for beer drinkers who are seeking to carve their own path.

Consumer Truth: Through global research, we identified an aspirational consumer attitude amongst beer drinkers – there are those in life who like to make bold choices through carving their own path and don't just follow the crowd.

BRINGING IT ALL TOGETHER

BRAND

A brand that has always sought to carve its own path

PRODUCT

A product that carves its own path through a bold taste & look

CONSUMER

Beer Drinkers who respects those who have the confidence to carve their own path

THEIR RELATIONSHIP

No other beer looks or tastes quite like a Guinness. So when you order one, you're not just defaulting to the norm. You show you're prepared to make a bold choice. To not just follow the pack, but to blaze your own trail.

GLOBAL STRATEGIC PLATFORM

Guinness celebrates those who have the confidence to carve their own path

4. CREATIVE PLATFORM

GUINNESS - MADE OF MORE

A platform that champions those who have the confidence to carve their own path. That Guinness could own because it is a beer with more to it for those with more to them.

5. MARKETING ACTIVITY

MADE OF MORE -

A PLATFORM EXECUTED ACROSS THE MARKETING MIX

'Made of More' has been used across all marketing activities across the globe from brand communications, sponsorship activities, PR, in bar activations right through to the creation of new product variants. The following is a sample of marketing activity from around the globe, many of which are ideas that have crossed borders.

Something only possible because of our shared global platform.

***BRAND
COMMUNICATIONS***



THE SAPEURS

THE SAPEURS

Guinness created a TV ad and documentary that told the story of The Sapeurs - a real group of men who form 'The Society of the Elegant Persons of the Congo'. Ordinary people by day, at night time, the gentlemen dress to the nines in flamboyant suits and come together for the entertainment of others. Through their attitude and style, they demonstrate that no matter the circumstances you can always choose who you are and carve your own path.

Creatively it has won over 30 International Awards including 7 Cannes Lions. It has seen a ROMI of [REDACTED] in the UK and [REDACTED] in Ireland.



<https://www.youtube.com/watch?v=B-3sVWOxuXc>



BASKETBALL

BASKETBALL

Guinness created a TV ad that tells the real story of a group of wheelchair basketball players with an unexpected twist at the end. It is revealed that actually only one of the players is wheelchair bound and the others are playing out of loyalty and dedication to their friend. The friends carve their own path by choosing the less trodden path of character and integrity.

The campaign initially ran in North America but due to its viral success it was rolled out in the European market.

In the North America, the campaign saw a 23% increase in overall trial of Guinness. It has seen a ROMI of [REDACTED] in the UK and [REDACTED] in Ireland.



<https://www.youtube.com/watch?v=hbA6U3OeRRs>



MADE OF BLACK

MADE OF BLACK

Guinness is the world's blackest beer. It is proud that no other beer expresses itself quite as much. And at a time when many young black Africans are looking to express themselves in the world, we identified blackness as a uniquely ownable shared attitude. An attitude that says those who have the confidence to carve their own path in life and express their ideas and imagination are truly 'Made of More'. And are truly 'Made of Black'. And so our African campaign was born, featuring real people who embody this spirit and launched through a TVC campaign and branded content partnership with MTV.

Thus far, the campaign has outperformed on all key brand metrics. On the day of launch, #madeofblack was a worldwide trending topic on Twitter - more popular than the transfer of football superstar Falcao to Man United.



<https://www.youtube.com/watch?v=hlvHZFB-iYU>

PUB ACTIVATION



A BIGGER STAGE AWAITS

Guinness Amplify is giving Ireland's emerging musicians a chance to reach new fans and new heights. We're offering new artists the chance to play at one of over 500 gigs, access professional studio time and take part in music workshops. To get involved, sign up at guinnessamplify.com

 **GUINNESS**
AMPLIFY

13A

14

14

AMPLIFY

Guinness created 'Guinness Amplify' – a music programme for up and coming stars.

The program set out to champion upcoming musical talent who have the confidence to carve their musical path. The program gave undiscovered artists and bands a platform to perform in pubs across Ireland and was supported by an integrated campaign. A TVC was created that celebrated 'The Artist's Journey' – a story that champions those artists who carve their own musical path.

The program was a huge success and saw 687 gigs in over 500 pubs across Ireland in just 5 weeks to packed out pubs. Amplify is also being rolled out in the Asian market.



<https://www.youtube.com/watch?v=IclxdEoVskg>

*PRODUCT
INNOVATION*



THE BREWERS' PROJECT

THE BREWERS' PROJECT

Guinness launched an initiative called the 'Brewers' Project', a team of six brewers who work from a small innovation brewery housed within the St. James Gate complex in Dublin. The brewers are encouraged to have the confidence to carve their own brewing path and they have free reign to reinterpret beers from previous Guinness recipes as well as creating new beers.



In 2014, the first of these beers was created with Dublin Porter, West Indies Porter and Hop House13 lager being launched in Western Europe and Guinness Blonde being launched in North America. These brewers will continue to create new beers that will be developed for markets around the world.



PR



QUALIFIED

**WAS TOO ILL
TO COMPETE**

BARNES' SISTERS

BARNES' SISTERS

Guinness created a PR driven piece of content for the Winter Olympics. The content told the story of how one sister gave up her place at the Olympics for her twin.

The spot was only available to watch for 48 hours but generated more than 4 million views in that timeframe and wide scale PR coverage around the world.



*SPONSORSHIP
COMMS*



RUGBY

RUGBY

Guinness created a series of four films to support their sponsorship of rugby during the Autumn Internationals and Six Nations. The content told stories that showed the determination of rugby characters to carve their own path in the world of sport. For example, one film focuses on the story of Shane Williams, a man who was told he was too small to play rugby who succeeded in becoming Wales' top try scorer.

The content has already seen an increase in penetration amongst rugby drinkers by 2% and was met with universal love by rugby fans.



<https://www.youtube.com/watch?v=mjMho7lsb2s>

6. RESULTS

1. DID WE DEVELOP A PLATFORM FLEXIBLE ENOUGH FOR EACH MARKET TO ADDRESS THEIR SPECIFIC OBJECTIVES AND CHALLENGES?

Yes we have. Whilst each market is currently at a different life stage in terms of *'Made of More'*, we have seen signs of success in each market (we have also given examples that are evidence of this in the previous section).

- **In Western Europe**, we have seen the first sales growth in Ireland in 6 years and reversed the decline in fortunes in the UK (Source: Nielsen).
- **In North America**, we have seen a 47% increase in positive feeling towards the brand along with a 23% increase in trialists (Source: Millward Brown).
- **In Africa**, outside Nigeria which has been under macro-economic pressure, we are also seeing double digit volume growth in every other market where *'Made of More'* has been implemented.
- **In Asia**, whilst we have not rolled out the idea across all markets, we have seen huge growth in Korea where *'Made of More'* has been implemented (+39% in the 7 periods of the current financial year). This gives us confidence that we will see success as we roll out the platform throughout Asia.

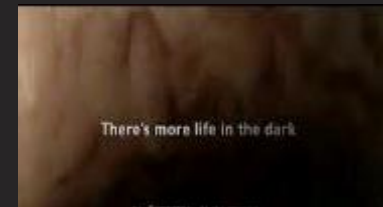
To date, in the campaigns we have measured across the world, we have seen an average ROMI of [REDACTED] (Source: Data2Decisions).

2. DID WE ACHIEVE GREATER ECONOMIES OF SCALE?

Yes we did. Whilst we cannot put an exact figure on it, we can say that the development of one brand platform has led to increased efficiencies:

- We now have one positioning instead of five. We share marketing activity across different markets.
- We are in the process of bringing over five separate Guinness.com websites into one global hub (Confidential).
- We create and distribute social media content centrally, allowing us to pool budgets together to make bigger, better content campaigns.
- Creative campaigns tend to run in many markets and not just one. We have one global agency in BBDO led out of a small number of key offices (whereas previously we had many).

None of this was previously possible whilst Guinness had a fragmented brand across the globe.



3. DID WE DELIVER THE BRAND FAME, CULTURAL TRACTION AND CREATIVE BRILLIANCE THAT GUINNESS HAS BECOME KNOWN FOR?

Yes we did across a wide range of work. We have won over 50 awards globally including 12 Cannes Lions and the Clio Grand Prix.

And even more importantly the *'Made of More'* idea has landed in culture. A number of other brands have made parody ads. For example, a *'Made of White'* campaign was made by a detergent brand in Africa. The rugby ad about Munster's famous win over New Zealand saw a new print run on a book about the game. And *'Made of More'* trended globally around the world even usurping the biggest football transfer of the English Premier League's deadline day.



7. CONCLUSIONS

SUMMARY

'Made of More' is a platform idea that champions those that have the confidence to carve their own path. And for the first time, Guinness has an idea that could work across the marketing mix; equally powerful as activation, as it is an ad. Whether that was moving stories of mateship in North America, a rallying cry for a new creative generation in Nigeria, a celebration of Congolese swag in Western Europe, or a springboard for product innovation.

For the first time ever, Guinness has created work that can be shared in many markets crossing borders around the globe, which has led to increased efficiencies and had an overall impact on the quality of the work we do. Something only possible because of our shared positioning. And across time, this has allowed us to achieve our global objectives, deliver an impressive ROI, win a huge haul of creative awards, and create cultural traction for brand.

LESSON FOR MARKETERS

So what is the lesson for other marketers?

Our philosophy has been to take a '*Glocal*' approach.

Creating marketing activity that has global synergies but crucially has allowed us to apply local insight and flavour across the many markets that Guinness operates in.

We have created a brand platform that all of our own marketers and partner agencies have been able to rally behind and in turn created a '*Global Superbrand*' to match the '*Global Iconic Status*' of the Guinness product.



GUINNESS[®]
MADE OF MORE[™]

Word Count: 1953